

# Job Fact Sheet Questionnaire

## CAAT Job Evaluation System for Non-Bargaining Unit Employees

### Ontario Colleges of Applied Arts and Technology

The Job Fact Sheet Questionnaire (JFS) is used to gather information for job evaluation purposes for the Colleges' Administrative Staff, Part-Time Support Staff, Part-Time and Sessional Academic Staff positions. Please read each section carefully before completing.

The Education and Experience sections are to be completed by the College according to the College's recruitment standards.

Upon completion by an incumbent, the JFS is reviewed and, when necessary, adjusted by the position's Manager and the Senior Manager responsible for the position. Any changes to the JFS are to be reviewed with the incumbent prior to evaluation. The JFS is then submitted to the appropriate College official for job evaluation purposes.

The JFS is not finalized until it has gone through the job evaluation process and the results have been confirmed by the College. A copy of the finalized JFS will be provided the incumbent for information purposes and as a job description.

#### POSITION IDENTIFICATION

**Effective Date: August 29<sup>th</sup>, 2022**

**College:** St Lawrence College  
**Incumbent:** Vacant  
**Position Title:** Associate Director, Capital Planning  
**Classification:** Pay band 12  
**Division/Department:** Facility Management Services  
**Location/Campus:** Tri-Campus  
**Immediate Supervisor (title):** Director, Facilities Management Services

#### Type of Position:

Administrative  
   Sessional Academic  
   Part-Time Support  
   Part-Time Academic  
   Part-Time Academic  
   Other

**I have read and understood the contents of the Job Fact Sheet (if completed by an incumbent):**

Incumbent: \_\_\_\_\_ Date: \_\_\_\_\_

**Recommended by**  
Position's Manager: \_\_\_\_\_ Date: \_\_\_\_\_

**Approved by**  
Senior Manager: \_\_\_\_\_ Date: \_\_\_\_\_

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## POSITION SUMMARY

**Provide a concise description of the position by identifying its most significant responsibilities and/or accountabilities.**

Reporting to the Director, Facilities Management Services (FMS), the Associate Director, Capital Planning is responsible for space management, records management as well as capital planning and execution.

The Associate Director, Capital Planning is responsible for

- Providing guidance, oversight and mentorship to the FMS Project Manager and Space Planner.
- Facilitating the College capital planning process including:
  - Planning the process,
  - Engaging with College stakeholders to capture and understand capital requests,
  - Identifying and providing oversight to the College's capital and space needs,
  - Developing preliminary project cost estimates,
  - Facilitating the Strategic Capital and Infrastructure Planning Committee to develop a consensus on the annual capital plan/budget and five-year capital plan/budget forecast.
  - Making presentations to and preparing reports for College Leadership Team (CLT) and College Executive Team (CET)
- Executing the annual capital plan/budget including:
  - Working with procurement to secure designers, contractors and suppliers to execute the capital plan.
  - Managing the capital plan budget.
  - Managing designers and working with College stakeholders to develop cost effective projects and working with designers, contractors and suppliers to ensure the delivery of the capital plan.
- Providing oversight to the College's space planning including masterplan development.

## KEY DUTIES

**Provide a description of the position's key duties. Estimate the percentage of time spent on each duty (to the nearest 5%). Add an extra page if necessary.**

<u>KEY DUTIES</u>	<u>% OF TIME</u>
<b>1. Space Planning</b>	<b>(20%)</b>
<ul style="list-style-type: none"><li>• Mentors, guides and provides oversight to the College Space Planner.</li><li>• Leads the development, implementation and oversight of short and long-term goals designed to effectively utilize space on each campus.</li><li>• Provides pertinent space use planning information to the FMS Director, FMS leadership team, VP Corporate Services, and the College Space committee.</li><li>• Oversees the approval process and planning of projects involving space use changes.</li><li>• Ensures space inventories are updated, categorized and audited for actual usage and that the space inventory database is accurate and</li></ul>	

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complete.

- Ensures that well-researched options and recommendations for space requirements are provided based on sound space utilization principles and on pertinent facts.
- Provides guidance and oversight for the development, procurement and delivery of the tri-campus Master Plans.
- Provides input and guidance to College Future of Work discussions and outcomes.

### 2. Managing Campus Renovations & Capital Projects

(55%)

Mentors and provides oversight and guidance to the Project Manager to ensure resources are distributed appropriately to meet the College's capital budget and timeline expectations. Ensures that our municipal partners are engaged and consulted as needed. Works collaboratively as part of tri-campus FMS team on renovation projects and new construction, including providing planning and oversight support. Manages capital projects, including obtaining appropriate stakeholder engagement, planning for proper procurement processes, maintaining proper contractor engagement, keeping track of budget and timelines, and ensuring excellent communication with all stakeholders (academic, administrative and support staff) as well as consultants and contractors.

### 3. Facilitating College Strategic Capital Planning Process

(15%)

Provides oversight to the Project Manager and is responsible for the College's Strategic Capital Planning Process. Provides direction and oversight for the facilitation, development and completion of the annual capital plan and budget as well as the 5-year rolling capital budget forecast. Works closely with the Strategic Capital and Infrastructure Planning Committee to develop the annual capital plan/budget and 5 year rolling capital plan/budget forecast. Provides guidance and oversight to ensure that background information to support decision making is researched, collected, verified and distributed to the required stakeholders. This includes but is not limited to: deferred maintenance data, College roofing audits, College energy and greenhouse gas reduction audits, Sustainability Plan technical audits and FMS stakeholder input. Collaborates with College stakeholders including but not limited to Information Technology Services (ITS), Academic Departments, Student Services, Student Governments, Ancillary Services (Residence, Parking, Food Services and Event and Banquet Services) to ensure a comprehensive understanding of college capital requirements. Supports works with stakeholders to develop a full understanding of capital initiatives, their estimated costs, relationship to the SLC strategic plan and risk registry. Supports the collaboration with the Strategic Capital and Infrastructure Planning Committee to develop stakeholder understanding and consensus and the completion of the Capital Plan for the new budget year and the 5-year forecast. Provides the required oversight to ensure that the completed plan will have budget parameters and timelines that must be adhered to.

### 4. FMS Operations and Administration

(10%)

Co-ordination with contractors and FMS project staff. Coach, mentor,

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motivate and supervise project team members and contractors to ensure successful project delivery. Assists in assessment of project forecasts and budgets, estimating resource costs and controlling changes. Contribute to the FMS service team in the development and implementation of the Sustainability Plan as well as strategies and projects to minimize the Colleges tri-campus energy costs, consumption and GHG Emissions. As part of the FMS service team provide contributions where required.

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**TOTAL:**

**100%**

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### 1. COMPLEXITY - JUDGEMENT (DECISION MAKING)

**Complexity** refers to the **variety** and relative **difficulty** of **comprehending** and **critically analyzing** the material, information, situations and/or processes upon which decisions are based.

**Judgement** refers to the **process** of identifying and reviewing the available options involved in decision making and then choosing the most appropriate option. Judgement involves the application of the knowledge and experience expected of an individual performing the position.

**Provide up to three examples of the most important and difficult decisions that an incumbent is typically required to make.**

- a) Responsibility for the development of the SLC annual capital budget/plan and the rolling 5-year capital budget/plan. Engage with the Strategic Planning Steering Committee as well as CLT to achieve consensus and seek approval from CET prior to obtaining approval from BOG.
- b) Provide guidance and mentorship to the Project Manager to effectively manage small and large capital projects. Determine when an issue requires escalation to the Director FMS and to the VP Corporate Services.
- c) Provide mentorship and guidance to the Space Planner to effectively manage the tri-campus college space considering all of the College stakeholder requirements as well as the College's overall short-term and long-term needs.

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### 2. EDUCATION (to be completed by the College)

Education refers to the **minimum level** of formal education and/or the type of training or its equivalent that is required of an incumbent at the **point of hire** for the position. This may or may not match an incumbent's actual education or training.

The College is to identify the minimum level of education and/or type of training or its equivalent that is required for the position based upon the College's recruitment standards.

#### Non-Post Secondary

Partial Secondary School

Secondary School Completion

#### Post Secondary

1-Year Certificate

4-Year Degree

2-Year Diploma

Master's Degree

3-Year Diploma/Degree

Post Graduate Degree

Professional Designation

Specify: P.Eng, OAA or Minimum CET designation

Other

Specify:

#### A) Specify and describe any program speciality, certification or professional designation necessary to fulfil the requirements of the position.

Professional Engineer, Architect and a 3-year diploma in a related field (engineering technologist, skilled trades, construction technology) along with equivalent experience in this field.

#### B) Specify and describe any special skills or type of training necessary to fulfil the requirements of the position (e.g., computer software, client service skills, conflict resolution, and operating equipment).

- Excellent leadership and mentorship skills.
- Excellent customer service skills.
- Excellent communication skills (verbal and written) as well as conflict resolution skills.
- Change management skills and collaboration skills.
- Ability to work with people from diverse backgrounds with conflicting requirements to reach a common solution on a variety of issues including space management and capital budgets/plans.
- Excellent ability to read construction drawings and the ability to communicate information to non-technical audiences.

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- An excellent understanding and experience with Health and Safety in construction.
- A thorough knowledge of applicable legislation, regulations, standards, principles/ practices and ministry and municipal policies affecting the College (i.e. WHIMS, Occupational Health and Safety Act, Building and Fire Code, Zoning Bylaws, Planning Act, Construction Act, etc.) is required.
- A thorough knowledge of project management processes, skills, tools and techniques is required as well as a proven ability to plan and document projects.
- Excellent budget management skills
- Proficient with office productivity software (MS Word, Excel), publishing, graphic design applications and database
- Good understanding of energy management and GHG emissions
- Excellent understanding of the role sustainability plays in facility operations
- Ability to resolve customer complaints and concerns.
- Ability to organize resources, establish priorities, meet deadlines, and manage multiple tasks with continual interruptions.
- Ability to work and communicate effectively, both orally and in writing, with a wide range of constituencies in a diverse community.
- Superior ability to use independent judgment to manage and impart information to a range of clientele.
- Ability to manage, supervise, and effectively communicate the allocation and reallocation of space including the relocation of personnel, and equipment related to allocation and reallocation of space.
- Valid Class G Drivers License.
- Applied knowledge of legislated requirements such as the Ontario Building Code, OHS Act, and Construction Lien Act
- Solid working knowledge of construction methods, materials and processes, and building systems (e.g. structural systems, HVAC, electrical, information technology, utilities servicing, general maintenance practices)
- Knowledge of consultant and contractor contracts including OAA Agreements and CCDC2.

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### 3. EXPERIENCE (to be completed by the College)

Experience refers to the amount of **related, progressive** work experience required to obtain the essential techniques, skills and abilities necessary to fulfil the requirements of the job at the **point of hire** into the position. This may or may not match the incumbent's actual amount of experience.

The College is to identify the minimum amount and type of experience appropriate for the position based upon the College's recruitment requirements.

#### Experience required at the point of hire. Up to and including:

- |                                            |                                             |
|--------------------------------------------|---------------------------------------------|
| <input type="checkbox"/> 0 - no experience | <input type="checkbox"/> 3 years            |
| <input type="checkbox"/> 1 month           | <input type="checkbox"/> 5 years            |
| <input type="checkbox"/> 3 months          | <input checked="" type="checkbox"/> 7 years |
| <input type="checkbox"/> 6 months          | <input type="checkbox"/> 9 years            |
| <input type="checkbox"/> 1 year            | <input type="checkbox"/> 12 years           |
| <input type="checkbox"/> 18 months         | <input type="checkbox"/> 15 years           |
| <input type="checkbox"/> 2 years           | <input type="checkbox"/> 17 years           |

**Specify and describe any specialized type of work experience necessary to fulfill the requirements of the position.**

Minimum 7 years of related work experience demonstrating in-depth project management skills as well as leadership skills. Experience should include capital planning with demonstrated application of legislation such as the Ontario Building Code, OHS Act, and Construction Lien Act, construction methods, materials and processes, building systems (.e.g structural systems, HVAC, electrical, information technology, utilities servicing, and general maintenance practices. Experience dealing with consultant and contractor contracts including OAA Agreement and CCDC2, as well as experience managing space requirements for a medium size organization, preferably with multi sites.



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### 4. INITIATIVE - INDEPENDENCE OF ACTION

Initiative - Independence of action refers to the **amount of responsibility** inherent in a position and the **degree of freedom** that an incumbent has to **initiate** or **take action** to complete the requirements of the position. An incumbent is required to foresee activities and decisions to be made, then take the appropriate action(s) to ensure successful outcomes. This factor recognizes the established levels of authority which may restrict the incumbent's ability to initiate or take action, e.g., obtaining direction or approval from a supervisor, reliance on established procedures/methods of operation or professional practices/standards, and/or built-in-controls dictated by computer/management systems.

**A) Briefly describe up to three typical job duties/types of decisions that the incumbent is required to perform using their initiative without first having to obtain direction or approval from a supervisor.**

- a) Providing guidance, direction and leadership to the space planner and project manager on college-approved and budgeted initiatives projects/initiatives.
- b) Providing oversight and guidance to the Infrastructure and Capital Planning Committee to develop the annual capital plan/budget and the 5-year rolling capital plan/budget forecast.
- c) Resolve issues with contractors, provide approval of change orders within the allocated project budget.
- d) Engage with stakeholders on space management issues and develop recommendations to resolve challenges.

**B) Briefly describe up to three typical job duties/types of decisions that the incumbent is required to perform which required the direction or approval from a supervisor.**

- a) Reports to CLT, CET and BOG for approval of annual capital budget/plan.
- b) Reallocation of capital budget previously approved by the BOG.
- c) Major Space changes (in the absence of an approved masterplan).

**Give specific examples of guidelines, procedures, manuals (formal or informal), computer systems/programs that are used in performing job duties and in making decisions, e.g., Government regulations, professional or trade standards, College policies or procedures, department or program procedures, computerized/manual programs/systems and any other defined methods or procedures.**

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- Purchasing policies, Ontario Building Code, Fire Code, Occupational Health & Safety, College Policies, City By-laws, City Official Plan, Accessibility guidelines and AODA regulations, Construction Act, SLC Sustainability Plan, FMS specific processes. It is also expected that this position will require the creation of departmental policies and procedures as needed to ensure uniform service delivery and to ensure staff have supporting procedures to carry out their duties

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### 5. POTENTIAL IMPACT OF DECISIONS

Potential Impact of Decisions recognizes the **potential consequences** that **errors in judgement** made by an incumbent, despite due care, could have on the College. Usually, the higher the level of accountability inherent in a position, the greater the potential consequences there are on the College from errors in judgement.

**Give up to three examples of the typical types of errors in judgement that an incumbent could make in performing the requirements of the position. Do not describe errors which could occur as a result of poor performance, or ones that are rare or extreme. Indicate the probable effects of those errors on the College, e.g., loss of reputation of program/College, waste of resources, financial losses, injury, property damage, and effects on staff, students, clients or public.**

- a) Miscommunication to direct reports resulting in project time delays and budget overruns.
- b) Not addressing contractor and consultant invoices in a timely fashion could result in a degradation in the contractor-college relationship and failure to comply with the prompt payment rules for construction and additional costs.
- c) If major space planning does not involve all impacted stakeholders, the resultant approach may not meet the college's needs and service delivery.
- d) Failure to consider all work necessary when delivering a project and developing project scope, including deferred maintenance and stakeholder needs can result in additional costs after the fact once a space has been renovated/created

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### 6. CONTACTS AND WORKING RELATIONSHIPS

Contacts and Working Relationships refers to the **types, importance and intended outcomes** of the contacts and working relationships required by an incumbent to perform the responsibilities of a position. It also measures the skill level required to be effective in dealing with contacts and being involved in working relationships. This factor does **not** focus on the level of the contact, but on the **nature** of the contact.

**Indicate by job title, with whom an incumbent is required to interact to perform the duties and responsibilities of the positions. Describe the nature, purpose and frequency of the interaction, e.g., exchanging information, teaching, conflict resolution, team consultation, counselling.**

Contacts	Contacts by Job Title	Nature and Purpose of Contact	Frequency of Contact	
			Occasional	Frequent
Internal to the College:			Occasional	Frequent
Internal to the college, e.g. students, staff, senior management, colleagues.	Managers	Space requirements		X
	Students	Student Assc., Green Fee Committees,	X	
	Staff	Consultation on Master Space, Energy Planning	X	
	Space Committees	Issues related to Space planning		X
	Strategic Capital and Infrastructure Planning Committee	Developing rolling 5 year comprehensive capital plans.		X
External to the College:			Occasional	Frequent
External to the college, e.g. suppliers, advisory committees, staff at other colleges, government, public/private sector.	Contractors	Ensure they are performing work on campus in accordance with contracts		X
	Suppliers	Sourcing solutions to issues		X
	Consultants	Providing direction as it relates to their design, capital renovations.		X
	Regulatory Authorities	Resolving issues related to regulatory compliance		X
	Other college peers	Exchanging information & bench marking best practices		X
	General public	Responding to issues or concerns.	X	
<b>Occasional (O)</b>	<b>Contacts are made once in a while over a period of time.</b>			
<b>Frequent (F)</b>	<b>Contacts are made repeatedly and often over a period of time.</b>			

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### 7a. CHARACTER OF SUPERVISION/FUNCTIONAL GUIDANCE

**Character of Supervision** identifies the **degree and type** of supervisory responsibility in a position or the nature of functional/program supervision, technical direction or advice involved in staff relationships.

(√) Check the applicable box(es) to describe the type of supervisory responsibility required by an incumbent in the position:

- Not responsible for supervising or providing guidance to anyone.
- Provides technical and/or functional guidance to staff and/or students.
- Instructs students and supervises various learning environments.
- Assigns and checks work of others doing similar work.
- Supervises a work group. Assigns work to be done, methods to be used, and is responsible for the work performed by the group.
- Manages the staff and operations of a program area/department.\*
- Manages the staff and operations of a division/major department.\*
- Manages the staff and operations of several divisions/major departments.\*
- Acts as a consultant to College management.
- Other e.g., counselling, coaching. Please specify:
  - Coaching: Provides oversight, guidance and direction to the Space Planner and Project Manager. May act as a coach to students doing project work.

\* Includes management responsibilities for hiring, assignment of duties and work to be performed, performance management, and recommending the termination of staff.

**Specify staff (by title) or groups who are supervised/given functional guidance by an incumbent.**

- Project Manager
- Space Planner
- Contractors
- Consultants
- Strategic capital planning committee
- Space Committee

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### 7b. SPAN OF CONTROL

**Span of Control** is complementary to **Character of Supervision/Functional Guidance**. Span of Control refers to the **total number of staff** for which the position has supervisory responsibility, (i.e., subordinates, plus all staff reporting to these subordinates).

**Enter the total number of full time and full time equivalent staff reporting through to the position. Also identify the number of staff for whom the position has indirect responsibility (contract for service), if applicable.**

Type of Staff	Number of Staff
Full-Time Staff	2
Non Full Time Staff (FTE) *	
Contract for Service **	
<b>Total:</b>	2

**\* Full Time Equivalency (FTE) conversions for non full time staff are as follows:**

#### **Academic Staff**

Identify the total average annual teaching hours taught by all non full time teachers (part-time, partial load and sessional) for which the position is accountable and divide by 648 hours for post secondary teachers and 760 hours for non-post secondary teachers.

#### **Support Staff**

Identify the total average annual hours worked by part-time support staff for which the position is accountable and divide by 1820 hours.

#### **Administrative Staff**

Identify the total average annual hours worked by non full time administrative staff for which the position is accountable and divide by 1820 hours.

#### **\*\* Contract for Services**

When considering “contracts for services,” review the nature of the contractual arrangements to determine the degree of “supervisory” responsibility the position has for contract employees. This could range from “no credit for supervising staff” when the contracting company takes full responsibility for all staffing issues to “prorated credit for supervising staff” when the position is required to handle the initial step(s) when contract staffing issues arise.

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### 8. PHYSICAL AND SENSORY DEMANDS

**Physical/Sensory Demands** considers the **degree** and **severity** of exertion associated with the position. The factor considers the intensity and severity of the physical effort rather than the strength or energy needed to perform the task. It also considers the sensory attention required by the job as well as the frequency of that effort and the length of time spent on tasks that cause sensory fatigue. Identify the types of physical and/or sensory demands that are required by an incumbent. Indicate the frequency of the physical demands as well as the frequency and duration of the sensory demands. Use the frequency and duration definitions following the tables to assist with the descriptions.

#### PHYSICAL DEMANDS

Describe the types of activities and provide examples that demonstrate the physical effort that is required in the position on a regular basis, i.e., sitting, standing, walking, climbing, lifting and/or carrying light, medium or heavy objects, pushing, pulling, working in an awkward position or maintaining one position for a long period of time.

Types of Activities that Demonstrate Physical Effort Required	Frequency (note definitions below)				
	Occasional	Moderate	Considerable	Extended	Continuous
Sitting			X		
Walking			X		
Climbing	X				
Carrying light objects	X				

#### SENSORY DEMANDS

Describe the types of activities and provide examples that demonstrate the sensory effort that is required in the position on a concentrated basis, i.e., reading information/data without interruption, inputting data, report writing, operating a computer or calculator, fine electrical or mechanical work, taking minutes of meetings, counselling, tasting, smelling etc.

Types of Activities that Demonstrate Sensory Effort Required	Frequency (note definitions below)					Duration
	Occasional	Moderate	Considerable	Extended	Continuous	Short Intermediate or Long
meetings			X			I
Attention to detail and accuracy requirement to accumulate and analyse data and prepare reports with strong attention to detail				X		I
Reading – regular requirement in day to day activities and to remain current on trends/new regulations/etc		X				I
Communications – regularly required to convey information and directions					X	S

#### FREQUENCY:



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<b>Occasional:</b>	Occurs once in a while, sporadically.
<b>Moderate:</b>	Occurs on a regular, ongoing basis for up to a quarter of the work period.
<b>Considerable:</b>	Occurs on a regular, ongoing basis for up to a half of the work period.
<b>Extended:</b>	Occurs on a regular, ongoing basis for up to three-quarters of the work period.
<b>Continuous:</b>	Occurs on a regular, ongoing basis throughout the entire work period except for regulated breaks.

### DURATION:

<b>Short:</b>	Up to one hour at a time without the opportunity to change to another task or take a break.
<b>Intermediate:</b>	More than one hour and up to two hours at a time without the opportunity to change to another task or take a break.
<b>Long:</b>	More than two hours at a time without the opportunity to change to another task or take a break.

## 9. WORKING CONDITIONS

**Working Conditions** considers the frequency and type of exposure to undesirable, disagreeable environmental conditions or hazards, under which the work is performed.

Describe any unpleasant environmental conditions and work hazards that the incumbent is exposed to during the performance of the job.

### Environment

Describe the types of activities and provide examples that demonstrate exposure to unpleasant environmental conditions in the day-to-day activities that are required in the job on a regular basis, e.g., exposure to dirt, chemical substances, grease, extreme temperatures, odours, noise, travel, verbal abuse, body fluid, etc. Indicate the activity as well as the frequency of exposure to undesirable working conditions.

Types of Activities That Involve Job Related Unpleasant Environmental Conditions	Frequency (note definitions below)		
	Occasional	Frequent	Continuous
Extreme temperatures, dirt and hazardous conditions on a construction site		X	
Exposure to verbal abuse in obtaining compliance with orders	X		
Travel required to other campuses weekly and to provincial meetings		X	

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### Hazards

Describe the types of activities and provide examples that demonstrate the hazards in the day-to-day activities that are required in the job on a regular basis, e.g. chemical substance, electrical shocks, acids, noise, exposure to infectious disease, violence, body fluids, etc. Indicate the activity as well as the frequency of exposure to hazards.

Types of Activities That Involve Job Related Hazards	Frequency (note definitions below)		
	Occasional	Frequent	Continuous
Exposure to construction hazards during management inspections		X	
Exposure to electrical and mechanical hazards during construction/installation		X	
Exposure to falls requiring fall arrest during inspections	X		
Exposure to conflict during dispute resolution activities	X		
Designated substances as part of management plan		X	

### Frequency:

<b>Occasional</b>	Occurs once in a while, sporadically.
<b>Frequent</b>	Occurs regularly throughout the work period.
<b>Continuous</b>	Occurs regularly, on an ongoing basis, throughout most of the work period.

### Additional Notes Pertaining to this Position:

Please save form in the following format: "Position Title – Department – Incumbent".

Please note formatting errors will be corrected if necessary.

To cursor from one entry point to the next please use the arrow keys or Tab.

The Associate Director Capital Planning Facilities Manager will require strong technical, communication as well as leadership skills to provide oversight to College capital planning and execution as well as space management.