

<b>STATEMENT of POLICY and PROCEDURE</b>			
Section	3.0 Operational	Original Effective Date	September 25, 2006
Sub-Section	3.2 Human Resources	Date of Last Amendment	June 27, 2016
Subject	3.2.1 Job Descriptions		
Attachments	Appendix A: Executive Director Job Description		
	Appendix B: Projects Coordinator Job Description		
	Appendix C: Communications Coordinator Job Description		
	Appendix D: Age Friendly Coordinator Job Description		
	Appendix E: PEGASIS Project		
Reference			

**Purpose:**

Job descriptions serve as a primary basis for employment, orientation and duty assignment. They describe key areas of responsibility, identify roles and clarify positional relationships. They also aid in performance appraisal, development of job postings and advertisements, recruitment and selection of employees.

**Policy:**

The ESCC maintains job descriptions for each approved position in its staff and for regularly recurring volunteer positions.

**Responsibility:**

A job description for the Executive Director is reviewed and updated by the Personnel Committee and approved by the Board of ESCC. Other job descriptions are developed or modified by the Executive Director in consultation with the employees.

**Procedures:**

Current descriptions are reviewed as a component of the annual performance appraisal process and are modified as necessary. New positions have a description developed prior to receiving budget approval and prior to posting and advertisement. Job descriptions will follow a standard format.

**Position:** EXECUTIVE DIRECTOR

**Reports to:** Board

**Approved:** December 2013

The incumbent is the Executive Officer of the Coordinating Council. Under the direction of the Board, she/he is responsible for the administration of the programs, services and other activities of the Coordinating Council in accordance with the by-laws of the Coordinating Council and the policies and procedures established by the Board. The position covers such managerial functions as planning, organization, direction and supervision of the physical, financial and human resources of the Coordinating Council. In addition, the Executive Director takes full responsibility for the day to day management of the Coordinating Council and for all annual donation campaigns, planned giving and corporate appeals.

#### **RESPONSIBILITIES:**

<b>Area of Responsibility</b>	<b>Tasks</b>
<b>Planning</b>	<ol style="list-style-type: none"> <li>1. Conduct periodic reviews of the relevance, effectiveness and efficiency of services, projects and other activities to the members;</li> <li>2. Lead, coordinate and supervise the preparation of annual plans for, services, projects and other activities.</li> <li>3. Assist the Board and Coordinating Council members in developing and implementing an overall Strategic Plan for services for Edmonton seniors: Age-Friendly Edmonton Action Plan.</li> </ol>
<b>Operations</b>	<ol style="list-style-type: none"> <li>1. Develop and implement a work plan based on the Strategic Plan developed for the Coordinating Council by the Board.</li> <li>2. Lead, coordinate and supervise the implementation of the annual work plan for services, projects and other activities;</li> <li>3. Supervise the collection and dissemination of project and service data;</li> <li>4. Disseminate information of interest to and on behalf of members;</li> <li>5. Annually review and up-date Coordinating Council annual report and promotional materials.</li> </ol>
<b>Financial</b>	<ol style="list-style-type: none"> <li>1. Prepare annual budget in cooperation with the</li> </ol>

	<p>Treasurer and for approval by the Board;</p> <ol style="list-style-type: none"> <li>2. With the approval of the Board, prepare grant applications and funding proposals;</li> <li>3. In cooperation with the Treasurer, oversee the finances of the Coordinating Council to ensure compliance with the approved budget and policies.</li> <li>4. Prepare information necessary to allow for the annual audit to be performed by professional accounting firm</li> <li>5. Submit required reports i.e. Annual Return, Charitable Return etc.</li> </ol>
<b>Evaluation</b>	<ol style="list-style-type: none"> <li>1. Establish a Board-approved methodology for service, project and activity evaluations;</li> <li>2. Evaluate services, projects and activities within the established evaluation framework.</li> </ol>
<b>Personnel</b>	<ol style="list-style-type: none"> <li>1. Establish Board-approved personnel policies; Supervise paid and volunteer staff;</li> <li>2. Administer the Board's personnel policies;</li> <li>3. Ensure completion of annual staff appraisals.</li> </ol>
<b>Board Support</b>	<ol style="list-style-type: none"> <li>1. Provide the Board with policy recommendations and assist in regular policy review;</li> <li>2. Provide the Board with a work plan for services, projects, and other activities for annual approval;</li> <li>3. Make recommendations to the Board regarding adding, modifying or deleting services and other activities;</li> <li>4. Make arrangements for board annual planning sessions i.e. ensure facilitation, book venue etc.</li> <li>5. Act as a resource to the Board as required.</li> </ol>
<b>Community Relations</b>	<ol style="list-style-type: none"> <li>1. Develop a network of relationships with representative of the Province, City, corporations, and partnering organizations</li> <li>2. Develop and maintain relationships with other agencies and organizations concerned with older persons;</li> <li>3. Encourage and support the Board to act as ambassadors of ESCC in the community;</li> <li>4. Liaise with the Coordinating Council's funders;</li> <li>5. Ensure preparation of background information for Board members who speak to the media and decision makers on behalf of the Coordinating Council.</li> <li>6. Undertake media commentary and liaison on those occasions when Board members are unavailable</li> </ol>

<b>Membership and Fundraising</b>	<ol style="list-style-type: none"> <li>1. Oversee an annual membership drive;</li> <li>2. Maintain positive and productive relationships with members;</li> <li>3. Ensure regular communications with members;</li> <li>4. Support the Board in the areas of: <ul style="list-style-type: none"> <li>• Annual donation appeals;</li> <li>• Corporate sponsors and donors relations;</li> <li>• Planned giving;</li> <li>• Researching potential fundraising initiatives;</li> <li>• Providing support and direction to staff members involved in fundraising initiatives;</li> <li>• Report on an annual fundraising plan.</li> </ul> </li> </ol>
<b>Other Duties</b>	<ol style="list-style-type: none"> <li>1. The Executive Director is an <i>ex-officio</i> member of the Executive and Finance Committee (<i>non-voting</i>); the Nominating Committee (<i>non-voting</i>); the Futures Committee (<i>non-voting</i>); and the Personnel Committee (<i>non-voting</i>).</li> <li>2. As required and/or assigned.</li> </ol>

### **QUALIFICATIONS FOR EXECUTIVE DIRECTOR**

- Human services degree, preferably at the Masters Level or an equivalent combination of education and experience;
- Experience working with Boards;
- Over 5 years of progressive management responsibility.

### **SKILLS and EXPERIENCE FOR EXECUTIVE DIRECTOR**

- Strong Community Development background;
- Experience in management in the voluntary, health or government sectors;
- Familiarity and experience with issues faced by older people and their families;
- Financial management experience;
- Experience with staff supervision;
- Experience working with volunteers;
- Excellent written and verbal communication skills;
- Excellent presentation skills;
- Computer literacy, especially Word for Windows and Excel;
- Self-motivated and able to work as part of a team.

### **HOURS OF WORK**

37.5 hours per week

### **SALARY LEVEL**

As determined by the Board. See Compensation and Benefits policy.

**Position:** Project Coordinator

**Reports to:** Executive Director

**Approved:** December 2016

Under the direction of the Executive Director, she/he is responsible for overseeing projects as assigned. The position covers such functions as assisting member organizations in planning and development of tools relating to specific projects, support for key committees which could include facilitation, research, and meeting/event planning; report writing and evaluation activities.

Area of Responsibility	Tasks
<b>Direct Activities</b>	<ol style="list-style-type: none"> <li>1. Assist the interagency outreach workers (and their organizations) in the coordination of outreach services (micro level-developing standardized forms, tools and resources to guide practice) and</li> <li>2. Organize training and development sessions on issues of interest for sector outreach workers</li> <li>3. Support the planning and coordination of seniors assisted transportation services.</li> <li>4. Assist members in shared planning, and coordination of community support services as needed (broad, macro level-agency roles).</li> <li>5. Assist with other project coordination as needed.</li> </ol>
<b>Communications</b>	<ol style="list-style-type: none"> <li>1. Oversee the distribution of project meeting minutes, meeting notices etc. as necessary.</li> <li>2. Liaise with the Communications Coordinator and provide project updates that can be shared with the sector via the e-newsletter Link Letter.</li> <li>3. Assist with the distribution of the Recreation and Wellness Directories.</li> <li>4. Answer the phones as needed.</li> </ol>
<b>Community Relations</b>	<ol style="list-style-type: none"> <li>1. Takes a lead role in organizing the Coordinating Council's participation in events relating to specific projects.</li> </ol>

<b>Community Development</b>	1. Take a lead role in arranging specific project meetings and facilitating as needed.
<b>Planning and Program Development</b>	1. Support the planning and development of community support services to enable Edmonton to be an Age Friendly City and for seniors to age in place.
<b>Research/Evaluation</b>	1. Supports dissemination of relevant research for projects; 2. Assist with data collection and interpretation for evaluative purposes. 3. Manage data system for identified projects as required.
<b>Financial</b>	1. Assists in the development of funding proposals as needed.
<b>Other Duties</b>	1. As required and/or assigned.

**QUALIFICATIONS FOR PROJECT COORDINATOR**

- Degree or diploma in Human Services or other relevant education
- Suitable combination of experience and education

**SKILLS and EXPERIENCE FOR PROJECT COORDINATOR**

- Able to manage and oversee projects that engage many partners
- Community development experience building effective networks
- Able to demonstrate knowledge, plus experience working collaboratively with multiple organizations
- Able to demonstrate a good understanding of the needs of older people;
- Knowledge of community resources and services related to older people an asset
- Excellent group facilitation skills to manage group dynamics
- Experience with outcome measures an asset
- Excellent written and verbal communication skills
- Excellent problem solving and research skills
- Computer literacy, especially Word for Windows, Excel, Outlook
- Self-motivated and able to work as part of a team
- Experience with coordinating and gathering information from others

**HOURS OF WORK**

**The Project Coordinator** is a full time position (37.5 hours per week) hired initially for a one-year period (Dec. 2012-Dec. 2013) and reviewed annually as per project activity and funding.

**SALARY GRID**

As determined by the Executive Director. See Compensation and Benefits Policy.

**Position: Communications Coordinator**

**Reports to: Executive Director**

**Approved: December 2016**

Under the direction of the Executive Director, she/he is responsible for overseeing the communications of the ESCC. The position covers such functions as information gathering, collation and dissemination to the senior sector/stakeholders, and promotion and marketing of ESCC.

Area of Responsibility	Tasks
<p><b>Communications</b></p>	<ol style="list-style-type: none"> <li>1. Communicate ESCC activities/information to sector and stakeholders and promote member engagement;</li> <li>2. Coordinates the information gathering and production of various ESCC publications;</li> <li>3. Solicits, edits, synthesizes and disseminates information on behalf of members using various communication vehicles such as Link Letter and ESCC Updates;</li> <li>4. Promote and increase awareness of the ESCC through communication tactics and materials;</li> <li>5. Updates ESCC website and uses various social media platforms (e.g. Facebook, Twitter) to provide easy access to current information and resources for members and stakeholders;</li> <li>6. Maintain and update contacts and distribution lists;</li> <li>7. Makes presentations, as needed, about the ESCC and/or collaborative initiatives or issues in the sector;</li> <li>8. Participates in projects and initiatives that enable seniors and those that support them to more easily access information;</li> <li>9. Provides communication planning and/or support to:             <ol style="list-style-type: none"> <li>a) ESCC staff and Board</li> <li>b) Age Friendly Edmonton</li> <li>c) Creative Age Edmonton</li> <li>d) ESCC-led meetings with sector staff, such as Executive Directors and Board Representatives, Senior Centre Interagency Programmers etc.</li> <li>e) Other collaborative initiatives, committees and groups that fit within the mandate and objects of ESCC as necessary.</li> </ol> </li> </ol>



<b>Research</b>	<ol style="list-style-type: none"> <li>1. Disseminate information about research, initiatives and trends relevant to members organizations and stakeholders;</li> <li>2. Shares information about and for seniors and senior-serving staff that increases awareness and builds capacity in the sector.</li> </ol>
<b>Community Relations</b>	<ol style="list-style-type: none"> <li>1. Build working relationships with partners, stakeholders, and key media;</li> <li>2. Plays a support role in organizing the Coordinating Council's participation in community events;</li> </ol>
<b>Other Duties</b>	<ol style="list-style-type: none"> <li>1. Takes a lead role in planning for special events;</li> <li>2. Assists in the development of funding proposals;</li> <li>3. As required and/or assigned.</li> </ol>

**QUALIFICATIONS FOR COMMUNICATIONS COORDINATOR**

- Degree or diploma in Communications or other relevant education
- Suitable combination of experience and education

**SKILLS and EXPERIENCE FOR COMMUNICATIONS COORDINATOR**

- Excellent written and verbal communication skills
- Background in public relations and promotion of a social cause
- Enthusiasm for public speaking
- Knowledge and experience utilizing social media to strategically relay information
- Experience in videography and editing an asset
- Experience working on large initiatives and/or collaboratives involving many stakeholders
- Experience with coordinating and gathering information from others, editing, synthesizing and relaying information for specific purposes
- Computer literacy, especially Word for Windows, Excel, Outlook
- Excellent problem solving and research skills
- Knowledge of needs, issues and services related to older people an asset
- Self-motivated and able to work as part of a team

**HOURS OF WORK**

**The Communication Coordinator** is a full time position (37.5 hours per week).

**SALARY GRID**

As determined by the Executive Director. See Compensation and Benefits Policy.



**Position: Age Friendly Coordinator**

**Reports to: Executive Director**

**Approved: December 2014**

The Age Friendly Edmonton (AFE) Coordinator would be responsible for research, development, planning and organization, implementation and evaluation of AFE events. The position provides support to working groups and committees and undertakes communication work related to the initiative.

<b>Area of Responsibility</b>	<b>Tasks</b>
<b>Communications</b>	<ol style="list-style-type: none"> <li>1. Review and edit all AFE materials prior to printing</li> <li>2. Write and distribute the AFE quarterly e-newsletter and maintain the database of subscribers</li> <li>3. Oversee development and production of annual report and other publications</li> <li>4. Collect items/news for website and liaise with web department for updating</li> <li>5. Oversee updates to AFE information on national and international websites</li> <li>6. Build media relations</li> <li>7. Coordinate publicity, prepare and distribute promotional materials</li> </ol>
<b>Event Management</b>	<ol style="list-style-type: none"> <li>1. Take the lead in event planning and preparation and play support role at events</li> <li>2. Take the lead in developing and implementing a recognition or award event for AFE</li> <li>3. Develop an opportunity to showcase other promising work in seniors field not under Age Friendly umbrella</li> </ol>
<b>Support to AFE Committees</b>	<ol style="list-style-type: none"> <li>1. Liaise with the working groups and be communication link to overall initiative</li> <li>2. Provide advice, interpret and explain AFE policy and procedure to working groups</li> <li>3. Take minutes and support working groups</li> <li>4. Review proposals initially to ensure all components ready for executive to review</li> </ol>

	5. Organize presentations and book AFE speakers to attend and present to raise profile of AFE
<b>Other Duties</b>	1. As required and/or assigned.

**QUALIFICATIONS FOR AGE FRIENDLY COORDINATOR**

- Post-secondary training in Recreation Administration, Communications or Voluntary Management and a minimum of two (2) years’ experience.
- A demonstrated ability in program support, communication and event management is preferred.

**SKILLS and EXPERIENCE FOR AGE FRIENDLY EDMONTON COORDINATOR**

- Excellent written and verbal communication skills
- Experience working on large initiatives and/or collaboratives involving many stakeholders
- Experience with coordinating and gathering information from others, editing, synthesizing and relaying information for specific purposes
- Computer literacy, especially Word for Windows, Excel, Outlook
- Knowledge of needs, issues and services related to older people is an asset
- Self-motivated and able to work as part of a team

**HOURS OF WORK**

The **Age Friendly Coordinator** is a full time position (37.5 hours per week) hired initially for a one-year period (Jan. 15, 2015 to Jan. 15, 2016) and reviewed annually as per project activity and funding.

**SALARY GRID**

As determined by the Executive Director. See Compensation and Benefits Policy.

**Position: Project Manager--Pan Edmonton Group Addressing Social Isolation for Seniors (PEGASIS)**

**Reports to: Edmonton Seniors Coordinating Council's Executive Director**

**Approved: April 2016**

---

The Project Manager-PEGASIS supports the collaborative of six Edmonton-based projects to work together effectively and implement a community-wide strategy to reduce social isolation of marginalized seniors. Responsibilities are tied to the ESCC's role as the backbone of this collective impact initiative. This involves engaging and convening partners; providing communication support to the collaboration; organizing learning opportunities; and creating materials and reports that tie to internal/external communications related to the initiative.

Area of Responsibility	Tasks
<b>Project Management and Support to PEGASIS Collaborative</b>	<ul style="list-style-type: none"> <li>8. Facilitate collaboration of PEGASIS Project leads and decision makers</li> <li>9. Engage and convene partners and key external stakeholders to ensure alignment of activities</li> <li>10. Manage and facilitate the initiative using online collaborative project management tools</li> </ul>
<b>Communications and Community Engagement</b>	<ul style="list-style-type: none"> <li>1. Create and implement a communication plan for both internal and external communications related to the initiative</li> <li>2. Develop materials as specified in the communication plan</li> <li>3. Act as the communication link to the overall initiative</li> <li>4. Take minutes and disseminate information to project partners and stakeholders.</li> <li>5. Coordinate publicity, prepare and distribute promotional materials</li> <li>6. Write and distribute updates and reports</li> <li>7. Support ESCC's social media posts by providing items related to the initiative (as per communication plan)</li> <li>8. Organize presentations relating to the initiative</li> <li>9. Engage citizens and community groups to identify, explore and respond to issues related to</li> </ul>

	the social isolation of seniors
<b>Event Management</b>	4. Take the lead in PEGASIS event planning and preparation and play support role at events
<b>Other Duties</b>	1. As required and/or assigned.

**QUALIFICATIONS FOR PROJECT MANAGER--PEGASIS**

- Post-secondary training in related field i.e. Community Development, Human Services. Minimum of five (5) years' experience.
- A demonstrated ability to manage projects involving multiple stakeholders is preferred.

**SKILLS and EXPERIENCE FOR PROJECT MANAGER--PEGASIS**

- Excellent written and verbal communication skills
- Experience managing/working on large initiatives and/or collaboratives involving many stakeholders
- Ability to facilitate discussion and generate consensus
- Knowledge of collective impact principles is an asset
- Flexible and motivated with an interest in seeking creative solutions
- Experience with coordinating and gathering information from others, editing, synthesizing and relaying information for specific purposes
- Computer literacy, especially with online collaborative project management tools
- Knowledge of needs, issues and services related to older people is an asset
- Self-motivated and able to work as part of a team

**HOURS OF WORK**

**The Project Manager--PEGASIS** is a full time position (37.5 hours per week) for a project ending in April 2019

**SALARY GRID**

Commensurate with experience and credentials

**Position: Project Evaluator – Pan Edmonton Group Addressing Social Isolation for Seniors (PEGASIS)**

**Reports to: Edmonton Seniors Coordinating Council’s Executive Director**

---

The Project Evaluator supports the collaborative to work together effectively based on analysis of data from project partners and other sources.

<b>Area of Responsibility</b>	<b>Tasks</b>
<b>Evaluation</b>	<p>Working with PEGASIS and ESCC to:</p> <ol style="list-style-type: none"> <li>1. Develop framework(s) for a Complexity-Based, Developmental Evaluation of the Impact Plan and individual projects. This will include agreed-upon methods for regular meetings to complete the steps below several times over the course of the project to ensure shared learning and adjustment (Data Collection – Data Analysis – Interpretation – Pivoting and Action – Reporting)</li> <li>2. Develop shared assessment tool to evaluate baseline and post-intervention levels of feelings of isolation and/or low resources in senior participants.</li> <li>3. Develop unique assessment tools for evaluating baseline and post-intervention results for each individual project based on projected outputs and outcomes.</li> <li>4. Develop unique assessment tool for evaluating collective impact of the Impact Plan based on the evaluation of individual projects.</li> <li>5. Develop survey protocols and directions, if appropriate.</li> <li>6. Develop content of surveys, if appropriate.</li> <li>7. Develop opportunities and methods for capturing unintended outcomes.</li> <li>8. Develop a shared understanding and methodology related to contribution analysis and determining the causal relationship between intervention activities and results. Customize the steps for contribution analysis.</li> </ol>

<p><b>Manage data collection and analysis</b></p>	<p>Managing Data Collection:</p> <ol style="list-style-type: none"> <li>10. Coordinate electronic data sharing method for evaluation materials and data from individual projects and Impact Plan (e.g. basecamp).</li> <li>11. Respond to questions and queries.</li> <li>12. Follow up/reminders.</li> </ol> <p>Data Analysis:</p> <ol style="list-style-type: none"> <li>13. Quantitative descriptive analysis.</li> <li>14. Cross analysis by group.</li> <li>15. Qualitative theme analysis</li> </ol> <p>Interpretation:</p> <ol style="list-style-type: none"> <li>16. Conduct focus group with PEGASIS to collaboratively review, validate and interpret the findings on an ongoing basis.</li> <li>17. Analysis of data.</li> </ol>
<p><b>Support collective action in response to research and data findings</b></p>	<p>Pivoting and Action:</p> <ol style="list-style-type: none"> <li>5. In light of the Developmental Action approach, provide facilitation and support based on research and data/evaluation findings for projects to pivot or change direction</li> <li>6. Reporting.</li> <li>7. Provide ongoing reporting and identification of key themes.</li> </ol>
<p><b>Collaborate</b></p>	<ol style="list-style-type: none"> <li>1. Work as part of the ESCC Team and with PEGASIS Project Manager and Researcher and other PEGASIS partners to support achievement of project outcomes</li> </ol>
<p><b>Other Duties</b></p>	<ol style="list-style-type: none"> <li>2. As required and/or assigned.</li> </ol>

**QUALIFICATIONS FOR PROJECT EVALUATOR – PEGASIS**

- Masters degree in a social science discipline with emphasis in program design and evaluation
- Knowledge of models of program design, implementation and evaluation
  - Demonstrated ability to conduct evaluations of project(s) involving multiple stakeholders



- Computer literacy, especially with online collaborative project management
- Knowledge of needs, issues and services related to older people
- Experience with coordinating and gathering information from others, editing, synthesizing and interpreting data to inform/support change
  - Excellent written and verbal communication skills
- Flexible and motivated with an interest in seeking creative solutions
  - Self-motivated and able to work as part of a team

## **HOURS OF WORK**

**The Project Evaluator – PEGASIS** is a half time position (19 hours per week) for a project ending in April 2019

**Position: Project Researcher – Pan Edmonton Group Addressing Social Isolation for Seniors (PEGASIS)**

**Reports to: Edmonton Seniors Coordinating Council’s Executive Director**

The Project Researcher supports the collaborative through grounding the project in current empirical and theoretical understandings of social isolation and its risk factors.

<b>Area of Responsibility</b>	<b>Tasks</b>
<b>Research</b>	Working with PEGASIS and ESCC to: 9. Develop an overall framework of risk factors for isolation of the groups of marginalized seniors represented by PEGASIS partner organizations  10. Develop methodological approaches and analysis for each project based on project goals related to reducing isolation and those meant to evaluate collective impact for the PEGASIS initiative.  11. Writing reports and technical documents.
<b>Support collective action in response to research and data findings</b>	8. In light of the Developmental Action approach, provide support for the analysis/interpretation of collected research and data.  9. Reporting.
<b>Collaborate</b>	2. Work as part of the ESCC Team and with PEGASIS Project Manager and Evaluator and other PEGASIS partners to support achievement of project outcomes
<b>Other Duties</b>	3. As required and/or assigned.

**QUALIFICATIONS FOR PROJECT RESEARCHER – PEGASIS**

- Masters degree in social gerontology or related social science discipline with an understanding of marginalized groups of older adults
- Experience in conducting systematic literature reviews
- Training in qualitative and quantitative research methods
  - Knowledge of analysis software including SPSS and NVivo
  - Experience with coordinating and gathering information from others, editing, synthesizing and interpreting data to inform/support change
- Excellent written and verbal communication skills

- Demonstrated evidence in writing skills and disseminating evidence to various audiences including community organizations, government and academia
- Flexible and motivated with an interest in seeking creative solutions
  - Self-motivated and able to work as part of a team

## **HOURS OF WORK**

**The Project Researcher – PEGASIS** is a half time position (19 hours per week) for a project ending in April 2019