



THE ENGINEERING SOCIETY
OF QUEEN'S UNIVERSITY

Assistant Manager Portfolio Plan Guide

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1.0 Introduction

When applying to service assistant manager positions within the Engineering Society applicants are typically asked to submit a portfolio plan in addition to their cover letter and resume. The purpose of this portfolio plan is to demonstrate an understanding of the service, develop goals for growth of the portfolio and plan strategies to achieve these goals.

A well written portfolio plan will help applicants differentiate themselves from other applicants and the quality of portfolio plan is taken into account when hiring decisions are made. Portfolio plans are also able to be used during interviews as a reference document when answering questions about future plans for the position.

You are encouraged to keep their plans to 10 pages, however there is no maximum length.

2.0 Objectives of a portfolio plan

A comprehensive portfolio plan will contain four main elements, including:



A well written portfolio plan will use the information gained when analyzing the portfolio to inform and support the goals and strategies which are being proposed for the upcoming year.

To gain an understanding of the role and service applicants are encouraged to reach out to members of the Engineering Society or the people who currently hold (or have previously held) these positions. A list of key contacts is included at the end of this document.

The following sections will provide a better idea how to capture these elements within your portfolio plan.

2.1 Understanding of service and position

This section is intended to show that you have thought about the role you are applying for and why you want to apply for it. It is not expected that you have detailed knowledge of every aspect of the position as these positions are complex, however these positions are a large time commitment as well as challenging so it is expected that you understand what might be

required of you in this role. As some of these positions a team it is expected that you give some consideration to how you will lead your staff. Finally you are not expected to have all of the skills required to complete perform in this role as these roles are learning and growth opportunities, however you should outline how you plan to develop or improve any skills you think you are lacking in.

The following are things you might want to consider.

- What are the major responsibilities of this positions?
- What skills do you think are important for someone in this position?
- How will I learn any new skills required by this position?
- Who will you manage in this role?
- What is your leadership style?
- What is your motivation for applying to this role specifically?

2.2 Identifying portfolio growth areas

The goal of this section is to critically analyze the portfolio which you are applying to and determine what areas within it you would like to develop further. It is not expected that you have a deep expertise in every aspect of the portfolio.

The following are things you might want to consider.

- What could be done to improve this service as a whole?
- What tweaks would you make to this portfolio in the short term?
- Are there issues within this portfolio which need a long term solution?

2.3 Portfolio goals

The goal of this section is to outline a set of goals that you hope to achieve in the portfolio growth areas which you previously identified.

A goal is what you are hoping to achieve by growing the portfolio in a given area. A goal can be thought of as a “target”. For example, if you identify increasing inventory tracking as a growth area within the operations portfolio a goal might be to have a tracking system in place for all cleaning supplies.

A strong portfolio plan will use the information gathered when analyzing the portfolio to guide the selection goals. Ideally, goals will build on a portfolio’s strengths or try to improve its weaknesses.

When deciding on goals you should consider what if any long term goals have been set for the service by the Executive, Advisory Board and outgoing management teams. Goals which align to the service’s long term plans are highly encouraged.

The following are things you might want to consider:

- How will my goals fit within the broader strategic focus of the service?
- Where do you see this portfolio in 5 years?
- How do you plan on overcoming the challenges faced by this portfolio?
- How would you define a successful year for this portfolio?

2.4 Implementation strategies and timeline

The final element of a good portfolio plan is a list of strategies you plan on implementing to achieve your goals and a timeline for when you want to implement these strategies.

The strategies should be as specific as you can make them, however it is understood that you will not every implementation step or implementation feasibility. Similarly for the timeline. For example, if your goal is have a tracking system for all cleaning supplies, your strategy might be to create a Microsoft Excel tracking sheet and you might plan do this in June so it is ready for the start of operations. Your strategies should be closely related to your goals and should be spread out throughout the year so you are not overloaded at any one time. Keep in mind that some goals may require actions being taken during the summer to be successfully implemented.

The following are things you might want to consider:

- What strategies do other businesses in this industry take?
- How difficult will it be to implement the proposed strategy?
- Can this strategy be completed within one year?
- Are there any obvious financial implications related to this strategy?
- Will any of your strategies impact other manager's portfolios?

3.0 Special note for marketing manager applicants

Marketing or design manager applicants are encouraged to bring samples of graphic work done for prior projects or work which could be used for a future marketing initiatives within the service. These materials can be used during the interview to demonstrate skills in creating innovative marketing campaigns and content.

4.0 Conclusion

The purpose of writing portfolio plans is to better prepare you for your interview, and to help you think about why you want the job and what you will do in the role. The insights you gain about the service by writing this plan and consulting with members of the engineering society will put you in a good position going into your interview. A comprehensive portfolio plan will give your interview panel an idea of what your vision for the portfolio is in more detail than you will be able to provide in an interview setting. As such, you should spend a significant amount of time writing their portfolio plan and doing the background research associated with their portfolio plan. That being said, a good portfolio plan alone will not secure you the

position. It is recommended that you budget time for preparing to discuss your ideas and motivations during the interview portion of your application.

What is put in your portfolio plan is also in no way binding. If you are selected for the position you may realize that the ideas which you put in your portfolio plan are not feasible and that you must choose a new direction. That is completely fine and your interviewers do not expect you to be an expert in the service and have fully developed or completely realistic ideas, however they do expect you to have ideas.

The sections above do not constitute all the sections which you may want to include within your portfolio plan. You are encouraged to include any information that they feel is relevant to their application. It is not encouraged to use the section headers presented above as the section headers in your portfolio plan. Use these as general themes which you can base your portfolio plan around.

5.0 Key contacts

The following is a list of the key contacts which you may want to reach out to while you are building your portfolio plan. The interview panels are not guaranteed to be the same year to year.

Name of position	Email address
Director of Services - Incoming	services.incoming@engsoc.queensu.ca
Vice President (Operations) - Incoming	v pops.elect@engsoc.queensu.ca
General Manager (Jay)	gm@engsoc.queensu.ca
Service Head Manager	various

The following contacts will not sit on your interview panel as they will be outgoing during the hiring period. You should consider reaching out to these positions to discuss your ideas for the upcoming year and the gain a better understanding of their position/service.

Name of position	Email address
Director of Services	services@engsoc.queensu.ca
Vice President (Operations)	v pops@engsoc.queensu.ca
President	President@engsoc.queensu.ca
Tea Room Head Manager	tearoom@tea-room.ca
Clark Hall Pub Head Manager	clark@engsoc.queensu.ca
CEO Head Manager	ceo@engsoc.queensu.ca
Head iCon	icon@engsoc.queensu.ca
Science Quest Director	director@sciencequest.ca

A complete list including all assistant manager email addresses as well as more general information about the services can be found at the following URL.

<https://engsoc.queensu.ca/services/>

Good luck and thank you for your application!