



THE ENGINEERING SOCIETY
OF QUEEN'S UNIVERSITY

Head Manager Proposal Guide

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Director of Services 2015-2016

1.0 Introduction

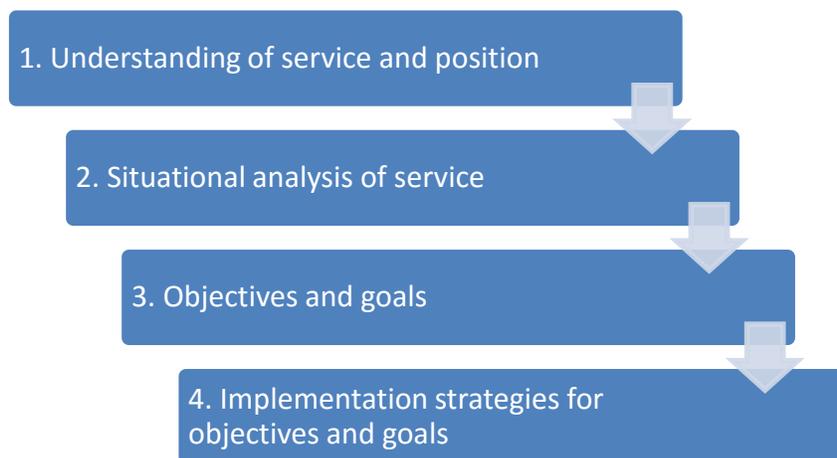
When applying to service head manager positions within the Engineering Society candidates are typically asked to submit a proposal in addition to their cover letter and resume. The purpose of this proposal is to demonstrate an understanding of the service, provide a clear vision of the upcoming year and outline what actions you plan on taking to achieve your goals.

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

Candidates are encouraged to keep their proposals to less than 15 pages, however there is no maximum length

2.0 Objectives of a proposal

A comprehensive proposal will contain four main elements, including:



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

To gain an understanding of the role and service candidates 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 give you a better idea how to capture these elements within your proposal.

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. Also, as these positions all involve managing a team it is expected that you give some consideration to how you will lead your assistant managers and or staff.

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?
- Who will you manage in this role?
- What is your leadership style?

2.2 Situational Analysis of Service

The goal of this section is to critically analyze the service which you are applying to. It is not expected that you have a deep expertise in the operations of the service, however it is important to demonstrate that you have thought about the business and considered both its strengths and weaknesses as well as the business environment which it is in.

The following are things you might want to consider.

- What are the strengths of this service (what does this service do well)?
- What are the weakness of this service (what are the things this service does not do well)?
- Who are the customers this service captures?
- Who are the main competitors to this service?
- What is the current strategic focus of this service?

2.3 Objectives and goals for upcoming year

The goal of this section is to outline a set of objectives and goals that you wish to pursue.

Objectives should be the highest level description of what you are trying to achieve. For example, an objective might be to improve the customer experience at your service. Due to the breadth of an objective you should not have more than three or four.

A goal is what you are hoping to achieve by pursuing the given objective. A goal is more specific than an objective and can be thought of as a “target”. For example, if your objective is to improve customer experience a goal might be to increase the number of customers that return to the service.

A strong proposal will use the information gathered when analyzing the service to guide the selection objective. Ideally, objectives and goals will build on a service’s strengths or try to improve its weaknesses.

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

The following are things you might want to consider:

- What will your strategic focus be for the upcoming year, and if it is different than the current focus, why?
- Where do you see this service in 5 years?
- How do you plan on overcoming the challenges faced by this service?
- How would you define a successful year for this service?

2.4 Implementation Strategies

The final element of a good proposal is a list of strategies you plan on implementing to achieve your objectives and goals.

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. For example, if your objective is improving customer experience and your goal is to increase the number of returning customers, your strategy might be to implement a loyalty rewards program or provide higher quality products. Your strategies should be closely related to your objectives and goals.

The following are things you might want to consider:

- What strategies do other businesses in this industry take?
- What strategies are other on campus businesses using?
- How difficult will it be to implement the proposed strategy?
- Can this strategy be completed within one year?
- What are the costs associated with implementing this strategy?
- For services with multiple assistant manager portfolios: What strategies or visions would you see for each of your respective assistant manager portfolios?

3.0 Conclusion

The purpose of writing proposals is to better prepare you for your interview, and to help candidates to think about why they want the job and what they will do if they get the job. A good proposal will give your interview panel an idea of what your vision for the service is in more detail than you will be able to provide in an interview setting. As such, candidates should spend a significant amount of time writing their proposal and doing the background research associated with their proposal. That being said, a good proposal alone will not secure you the position, so it is recommended that you budget time to prepare for the interview portion of your application as well.

What is put in your proposal is also in no way binding. If you are selected for the position you may realize that the ideas which you put in your proposal are not feasible and that you have to 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 proposal. Candidates 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 proposal. Use these as general themes which you can base your proposal around.

4.0 Key Contacts

The following is a list of the key contacts which you may want to reach out to while you are building your proposal. 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	vpops.elect@engsoc.queensu.ca
President - Incoming	prez.elect@engsoc.queensu.ca
General Manager (Jay)	gm@engsoc.queensu.ca

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)	vpops@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
Golden Words Operations Manager	ops@goldenwords.net
Golden Words Business Manager	biz@goldenwords.net
Golden Words Editor	eds@goldenwords.net
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!