

# Management Job Evaluation Plan

## Benchmark Position Descriptions

Ministry	Benchmark Number	Job Title	Job Content									
			Know-How		Problem Solving			Accountability		Total Points	Profile	
			Slot	Points	Slot	%	Points	Slot	Points			
<b>Executive Manager II</b>												
Health	<a href="#">M620-05</a>	ADM, Strategic Directions	GIII3	700	G4	57	400	F4P	528	1628	A2	
Justice & Sol. Gen.	<a href="#">M620-04</a>	ADM, Correctional Services	GIII3	700	G4	57	400	F4P	528	1628	A2	
Health	<a href="#">M620-06</a>	ADM, Health Workforce Division	GIII-3	608	F4	57	350	F4P	528	1486	A3	
Culture & Tourism	<a href="#">M620-03</a>	ADM, Cultural Facilities & Historic Resources	GIII-3	608	G4	57	350	F4P	528	1486	A3	
Treasury Board & Finance	<a href="#">M620-02</a>	ADM, Tax & Revenue Administration	GIII-3	608	F4	57	350	F4P	528	1486	A3	
Service Alberta	<a href="#">M620-07</a>	ADM, Financial Services	GIII-3	608	F4	57	350	F4-P	460	1418	A2	
Advanced Education	<a href="#">M620-08</a>	ADM, Apprenticeship & Industry Training	G-III3	608	F4	57	350	F3+P	460	1418	A2	
Public Service Commission	<a href="#">M620-01</a>	Assistant Commissioner, Human Resource Policy & Consulting	GIII-3	608	F4	57	350	F4-P	460	1418	A2	
<b>Executive Manager I</b>												
Environment & Parks	<a href="#">M610-18</a>	Regional Director, Northern Region	FIII3	528	F4	50	264	F3P	400	1192	A3	

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Justice & Sol. Gen.	<a href="#">M610-17</a>	Executive Director, Adult Centre Corrections	FIII3	528	F4	50	264	F3P	400	1192	A3
Environment & Parks	<a href="#">M610-16</a>	Executive Director, Forest Management	FIII3	528	F4	50	264	F2+P	350	1142	A2
Agriculture & Forestry	<a href="#">M610-15</a>	Director, Technical Services Division	FIII3	528	F4	50	264	F3-P	350	1142	A2
Education	<a href="#">M610-14</a>	Executive Director, Field Services	FIII3	528	F4	50	264	F-3P	350	1142	A2
Transportation	<a href="#">M610-13</a>	Executive Director, Technical Standards	FIII3	528	F4	50	264	F3-P	350	1142	A2
Human Services	<a href="#">M610-12</a>	CEO, Central	FIII3	528	F4	50	264	F3-P	350	1142	A2
Advanced Education	<a href="#">M610-19</a>	Executive Director, Learner Assistance	FII+3	460	F4	50	230	F2+P	350	1040	A3
Service Alberta	<a href="#">M610-11</a>	Executive Director, Land Titles & Surveys	FII+3	460	F4	50	230	F2+P	350	1040	A3
Human Services	<a href="#">M610-10</a>	Director, Assured Income for Severely Handicapped (AISH) Delivery	FII+3	460	F4	50	230	F2+P	350	1040	A3
Environment & Parks	<a href="#">M610-20</a>	Executive Director, Field Operations	FII+3	460	F4	50	230	F2P	304	994	A2
Service Alberta	<a href="#">M610-21</a>	Executive Director, Technology Solutions	FII+3	460	F4	50	230	F2P	304	994	A2
Health	<a href="#">M610-09</a>	Executive Director, Master Agreement & Negotiations	FII+3	460	F4	50	230	F2P	304	994	A2
Advanced Education	<a href="#">M610-24</a>	Executive Director, Corporate Services	FII+3	460	F4	50	230	F3+C	264	954	A1
Human Services	<a href="#">M610-23</a>	Senior Financial Officer	FII+3	460	F4	50	230	F3+C	264	954	A1
Energy	<a href="#">M610-22</a>	Business Unit Leader, Info. Technology	FII+3	460	F4	50	230	F3+C	264	954	A1
Advanced Education	<a href="#">M610-08</a>	Executive Director, Information Technology (IT)	FII+3	460	F4	50	230	F3+C	264	954	A1
Energy	<a href="#">M610-07</a>	Business Unit Leader, Gas Development &	FII+3	460	F4	50	230	F2-P	264	954	A1

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		Gas Markets & Utilities									
Energy	<a href="#">M610-06</a>	Business Unit Leader, Tenure	FII+3	460	F4	50	230	F2-P	264	954	A1
Treasury Board & Finance	<a href="#">M610-05</a>	Executive Director, Automobile Insurance Rate Board (AIRB) Secretariat	F+II3	460	F4	50	230	F3+C	264	954	A1
Human Services	<a href="#">M610-04</a>	Executive Director, Human Resource Services	FII+3	460	F4	50	230	F3+C	264	954	A1
Human Services	<a href="#">M610-602</a>	Executive Director, Prevention of Family Violence & Bullying	FII+3	460	F4	50	230	F3C	230	920	B
Econ. Dev. & Trade	<a href="#">M610-01</a>	Director, Intergovernmental Relations & Immigration	F+II3	460	F4	50	230	F3C	230	920	B
<b>Senior Manager</b>											
Comms. & Public Engage.	<a href="#">M420-38</a>	Director, Communications	FII3	400	F4	50	200	F3+C	264	864	A2
Justice & Sol. Gen.	<a href="#">M420-37</a>	Director, Fort Saskatchewan	FII3	400	F4	50	200	F-2P	264	864	A2
Public Service Commission	<a href="#">M420-36</a>	Director, Workplace Health	FII3	400	F4	50	200	F2-P	264	864	A2
Environment & Parks	<a href="#">M420-39</a>	Area Manager, Lesser Slave Lake	FII3	400	E4	50	200	E+2P	230	830	A1
Advanced Education	<a href="#">M420-35</a>	Director, Human Resources	FII3	400	F4	50	200	F3C	230	830	A1
Agriculture & Forestry	<a href="#">M420-34</a>	Branch Head, Technical Services	FII3	400	E4	50	200	E+2P	230	830	A1
Environment & Parks	<a href="#">M420-33</a>	Regional Environment Manager	FII3	400	E4	50	200	E2+P	230	830	A1
Municipal Affairs	<a href="#">M420-32</a>	Director, Information Technology (IT)	FII3	400	E4	50	200	F3C	230	830	A1
Justice & Sol. Gen.	<a href="#">M420-31</a>	Assistant Director, Security Operations (North)	FII3	400	E4	43	175	E+2P	230	805	A2
Transportation	<a href="#">M420-40</a>	Director, Building Sciences	FII3	400	E4	50	200	E2P	200	800	B

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Transportation	<a href="#">M420-41</a>	Director, Bridge Eng. & Water Management	FII3	400	E4	50	200	E2P	200	800	B
Human Services	<a href="#">M420-30</a>	Manager, Aboriginal Liaison	FII3	400	F4	50	200	F2+C	200	800	B
Treasury Board & Finance	<a href="#">M420-29</a>	Director, Hydrocarbon Upgrading	GI3	400	F4	50	200	E2P	200	800	B
Service Alberta	<a href="#">M420-28</a>	Director, Consumer Programs	FII3	400	F4	50	200	E2P	200	800	B
Transportation	<a href="#">M420-22</a>	Director, Highway Planning & Design	FII3	400	F4	50	200	E2P	200	800	B
Energy	<a href="#">M420-13</a>	IT Infrastructure Director	FII3	400	E4	43	175	E4C	200	775	A1
Agriculture & Forestry	<a href="#">M420-42</a>	Branch Head, Competitiveness & Risk Mgmt.	FII3	400	E4	43	175	E2P	200	775	A1
Agriculture & Forestry	<a href="#">M420-43</a>	Branch Head, Inspection/ Investigation Branch	FII3	400	E4	43	175	E2P	200	775	A1
Labour	<a href="#">M420-44</a>	Regional Mgr., WHS Compliance	FII3	400	E4	43	175	E2P	200	775	A1
Agriculture & Forestry	<a href="#">M420-45</a>	Head, Environment Practices & Livestock Welfare	FII3	400	E4	43	175	E2P	200	775	A1
Human Services	<a href="#">M420-27</a>	Area Manager, Human Resources & Employment	FII3	400	E4	43	175	E2P	200	775	A1
Education	<a href="#">M420-26</a>	Director/Registrar Professional Development	FII3	400	E4	43	175	E2P	200	775	A1
Environment & Parks	<a href="#">M420-25</a>	Section Head, Environmental Policy Integration	FII3	400	E4	50	200	E+3C	175	775	P1
Transportation	<a href="#">M420-23</a>	Construction Manager, Southern Region	FII3	400	E4	43	175	E2P	200	775	A1
Justice & Sol. Gen.	<a href="#">M420-21</a>	Senior Manager, Provincial Court	FII3	400	E4	43	175	E2P	200	775	A1
Municipal Affairs	<a href="#">M420-19</a>	Director, Building & Fire Standards	FII3	400	E4	43	175	E2P	200	775	A1
Justice & Sol. Gen.	<a href="#">M420-54</a>	Director, Financial Reporting & Operations	FII3	400	E4	43	175	E3+C	175	750	B

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Cross-Gov't Common Role	<a href="#">M42Z2-56</a>	Director, Executive Operations	FII3	400	E4	43	175	E+3C	175	750	B
Advanced Education	<a href="#">M420-53</a>	Director, Financial & Administrative Operations	FII3	400	E4	43	175	E+3C	175	750	B
Human Services	<a href="#">M420-52</a>	Director, Budgets & Forecasts	FII3	400	E4	43	175	E3+C	175	750	B
Seniors & Housing	<a href="#">M420-51</a>	Director, Financial Services & Accountability	FII3	400	E4	43	175	E+3C	175	750	B
Human Services	<a href="#">M420-49</a>	Director, Information & Privacy Office	FII3	400	E4	43	175	E3+C	175	750	B
Service Alberta	<a href="#">M420-18</a>	Director, Business & Financial Planning	FII3	400	E4	43	175	E+3C	175	750	B
Environment & Parks	<a href="#">M420-17</a>	Head, Resource Integration & Planning	FII3	400	E4	43	175	E2-P	175	750	B
Education	<a href="#">M420-16</a>	Program Manager, Mathematics	GI3	400	E4	43	175	E1P	152	727	P1
Treasury Board & Finance	<a href="#">M420-15</a>	Senior Manager, Banking & Cash Forecasting	FI+3	350	E4	50	175	E2P	200	725	A1
Human Services	<a href="#">M420-14</a>	Public Guardian	FI+3	350	E4	43	152	E2P	200	702	A2
Environment & Parks	<a href="#">M420-50</a>	South East Area Manager	FI+3	350	E4	43	152	E1+P	175	677	A1
Human Services	<a href="#">M420-47</a>	Director, Enterprise Architecture	FI+3	350	E4	43	152	E+3C	175	677	A1
Agriculture & Forestry	<a href="#">M420-12</a>	Unit Leader, Statistics & Data Development	FII-3	350	E4	50	175	E3C	152	677	P1
Culture & Tourism	<a href="#">M420-11</a>	Regional Manager	FII-3	350	E4	43	152	E2-P	175	677	A1
Energy	<a href="#">M420-10</a>	Audit Manager, Mineral Development & Strategic Resources (OEBU)	FI+3	350	E4	43	152	E1+P	175	677	A1
Service Alberta	<a href="#">M420-09</a>	Director, Distributed Computing Services	F-II3	350	E4	43	152	E3+C	175	677	A1
Service Alberta	<a href="#">M420-08</a>	Head, Disaster Recovery Planning	F+I3	350	E4	50	175	E3C	152	677	P1
Justice & Sol. Gen.	<a href="#">M420-07</a>	Manager, Special Policing	FI+3	350	E4	43	152	E2-P	175	677	A1

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Cross-Gov't Common Role	<a href="#">M42Z1-55</a>	Director, Executive Operations	FI+3	350	E4	43	152	E3C	152	654	B
Environment & Parks	<a href="#">M420-48</a>	Section Head, Water for Life	FI+3	350	E4	43	152	E3C	152	654	B
Advanced Education	<a href="#">M420-06</a>	Senior Manager, Industry Program Standards	F-II3	350	E4	43	152	E1P	152	654	B
Human Services	<a href="#">M420-05</a>	Manager, Family Support for Children with Disabilities	FI+3	350	E4	43	152	E3C	152	654	B
Treasury Board & Finance	<a href="#">M420-04</a>	Director, International Logistics	FI+3	350	E4	43	152	E1P	152	654	B
Environment & Parks	<a href="#">M420-02</a>	Section Head, Strategic Business Planning	FII-3	350	E4	43	152	E3C	152	654	B
Human Services	<a href="#">M420-01</a>	Manager, Skills Policy Unit	FI+3	350	E4	43	152	E3C	152	654	B
<b>Manager</b>											
Justice & Sol. Gen.	<a href="#">M410-25</a>	Deputy Director, Operations	EII3	304	E3	38	115	E1+P	175	594	A3
Environment & Parks	<a href="#">M410-24</a>	Manager, Regional Services	FI3	304	E4	43	132	E3C	152	588	A1
Environment & Parks	<a href="#">M410-23</a>	District Site Manager	FI3	304	E4	43	132	E1P	152	588	A1
Energy	<a href="#">M410-22</a>	Manager, Land Access & Development	FI3	304	E4	43	132	E-IP	132	568	B
Environment & Parks	<a href="#">M410-21</a>	Manager, Environmental Information	FI3	304	E4	43	132	E2+C	132	568	B
Health	<a href="#">M410-26</a>	Pharmaceutical Policy Consultant	FI3	304	E4	43	132	E2C	115	551	P1
Human Services	<a href="#">M410-27</a>	Service Delivery Mgr., Edmonton City Centre	FI3	304	E3	38	115	E-1P	132	551	A1
Agriculture & Forestry	<a href="#">M410-28</a>	Mgr., Financial Operations & Reporting	FI3	304	E3	38	115	E2+C	132	551	A1
Agriculture & Forestry	<a href="#">M410-29</a>	Asst. Branch Head, Meat Inspection	EII3	304	E3	38	115	E-1P	132	551	A1
Service Alberta	<a href="#">M410-20</a>	Manager, Operations Support	FI3	304	E3	38	115	E2+C	132	551	A1

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Human Services	<a href="#">M410-19</a>	Manager, Research & Evaluation	FI3	304	E4	43	132	E2C	115	551	P1
Justice & Sol. Gen.	<a href="#">M410-18</a>	Manager, Court Operations, Medicine Hat	FI3	304	E3	38	115	E-IP	132	551	A1
Municipal Affairs	<a href="#">M410-17</a>	Manager, Municipal Excellence	FI3	304	E3	38	115	E2+C	132	551	A1
Comms. & Public Engage.	<a href="#">M410-16</a>	Assistant Director, Communications	FI3	304	E3	38	115	E2+C	132	551	A1
Human Services	<a href="#">M410-15</a>	Manager, Assured Income for Severely Handicapped (AISH) Strategic Planning	FI3	304	E4	43	132	E2C	115	551	P1
Health	<a href="#">M410-30</a>	Manager, Information Technology Agreements Procurement	FI3	304	E3	38	115	E2C	115	534	B
Health	<a href="#">M410-31</a>	Manager, Health System Architecture	FI3	304	E3	38	115	E2C	115	534	B
Transportation	<a href="#">M410-32</a>	Secretary of the Board	FI3	304	E3	38	115	E2C	115	534	B
Human Services	<a href="#">M410-33</a>	Manager, Finance & Administration	FI3	304	E3	38	115	E2C	115	534	B
Justice & Sol. Gen.	<a href="#">M410-14</a>	Healthcare Manager	FI3	304	E3	38	115	E2C	115	534	B
Culture & Tourism	<a href="#">M410-12</a>	Manager, Business Planning	FI3	304	E3	38	115	E2C	115	534	B
Service Alberta	<a href="#">M410-11</a>	Manager, Technical Services & Application Support	FI3	304	E3	38	115	E2C	115	534	B
Service Alberta	<a href="#">M410-10</a>	Business Manager/Project Manager, Personal Property Registry	FI3	304	E3	38	115	E2C	115	534	B
Health	<a href="#">M410-08</a>	Project Manager, Public Health, Population Health Strategies	FI3	304	E3	38	115	E2C	115	534	B
Municipal Affairs	<a href="#">M410-07</a>	Manager, Codes & Standards	FI3	304	E3	38	115	E2C	115	534	B
Public Service Commission	<a href="#">M410-06</a>	Executive Search Consultant	FI3	304	E3	38	115	E2C	115	534	B

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Service Alberta	<a href="#">M410-05</a>	Manager, Security Management & Operations	F13	304	E3	38	115	E2C	115	534	B
Treasury Board & Finance	<a href="#">M410-04</a>	Budget & Business Planning Analyst	F13	304	E3	38	115	E2-C	100	519	P1
Agriculture & Forestry	<a href="#">M410-03</a>	Manager, Program Development & Delivery	E+I3	264	E3	38	100	E2C	115	479	A1
Service Alberta	<a href="#">M410-02</a>	Manager, Distributed Computing Services	E+I3	264	E3	38	100	E2C	115	479	A1
Justice & Sol. Gen.	<a href="#">M410-35</a>	Manager, Administrative Services	E13	230	E3	33	76	E2-C	100	406	A2
Justice & Sol. Gen.	<a href="#">M410-01</a>	Manager, Facilities & Government Centre Security	E13	230	E3	33	76	E-2C	100	406	A2

Last Review / Update: 2023-10-10



# MJEP

## Benchmark Evaluation - M620-05

### Identification Section

<b>Working Title:</b>	ADM, Strategic Directions
<b>Ministry:</b>	Health
<b>Division, Branch/Unit:</b>	Strategic Directions
<b>Reports To:</b>	Deputy Minister
<b>Levels to D.M.:</b>	1
<b>Job Description:</b>	M620-05
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M620

### [Organization Chart](#)

(requires login)

### Job Summary

This position provides leadership and direction in planning, developing and managing strategic services for the ministry, as well as providing the vision towards health system renewal. Strategic Directions' services include environmental scanning, business intelligence, trend and issue identification, and strategic / business planning. Responsible for leading cross-ministry initiatives and fostering a partnering culture within the department, other ministries and health system stakeholders, the position develops, analyzes and implements integrated health policies and strategies. Typical areas and issues managed by this division are pharmaceutical policy and programs, health care quality and access initiatives, continuing care policy, and programs and research initiatives. As a member of the executive team, the position contributes to the overall effective management and operation of the Ministry.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
GIII3 700	G4 57% 400	F4P 528	1628

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Short Profile:

A2

## Evaluation Rationale

- **Know-How:**
  - **G:** Requires broad executive management experience along with deep expertise in public policy development, strategic and business planning, in a complex, high-level stakeholder environment.
  - **III:** Leads a large "pure" policy group looking after all health care policy for the entire province, with the exception of the Alberta Health Care Insurance Plan and associated policies. Provides leadership on the strategic planning and integration of health policies that support the government's vision of a viable and sustainable health system. The needs of current Albertans and future generations must be considered, which supports the combination of the "GIII" rating for Content and Business and Leadership Know-How. Not all ADM positions managing a strategic or policy-focused group receive this rating.
  - **3:** Strong HR skills are required for leading a large staff complement, negotiating with the federal government for funding, and positively influencing and getting stakeholder buy-in with regards to policy implementation or change.
- **Problem Solving:**
  - Works within a very complex, nebulous and multi-stakeholder environment. Position develops the framework for health system policy from the ground up; therefore, substantial research, innovation and creativity are required to identify solutions that can be effectively integrated with the department, health regions and health care providers.
- **Accountability:**
  - **F:** Position receives very broad direction from the Minister and Deputy Minister and uses this direction to develop the framework for a sustainable health care system, including a long-term focus.
  - **4:** Results are externally focused and affect the entire provincial health system with regard to policy and funding with a significant focus on sustainability.
  - **P:** Position has controlling impact over a large program that affects the province.

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### Last Reviewed:

Last Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M620-05

### Identification Section

<b>Working Title:</b>	Assistant Deputy Minister
<b>Ministry:</b>	Health
<b>Division, Branch/Unit:</b>	Strategic Directions
<b>Reports To:</b>	Deputy Minister
<b>Levels to D.M.:</b>	1

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

This position provides leadership and direction in planning, developing and managing strategic services for the ministry and is the corporate keeper of the vision and champion for health renewal. Strategic services include environmental scanning, business intelligence, identifying trends, issues and challenges, fostering a partnering culture within the department, with other ministries and with health system stakeholders, strategic planning, developing the business plan, leading cross-ministry initiatives and developing , analyzing and implementing integrated health policies and strategies and managing issues. This position provides leadership on matters related to pharmaceutical policy and programs, quality and access initiatives, continuing care policy and programs and research initiatives. As a member of the executive team, this position also contributes to the overall effective management and operation of the Ministry.

### Specific Accountabilities

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**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

**1. Strategic Planning:**

*End result:* Governments long-term health care agenda (currently defined as Getting On With Better Health Care- quality, affordable, responsive, integrated health care system) advances.

*How achieved:* Provide overall leadership in the development and implementation of a system-oriented, collaborative strategic planning process that is aligned with government goals. This position influences the agenda as well as implements parts of the agenda.

**2. Policy and Strategy Development:**

*End result:* Cross-Ministry, health system and sector (pharmaceutical, continuing care, access for example) policies and strategies achieve desired outcomes.

*How achieved:* Provide leadership in the development and implementation of integrated health policies and strategies that are reflective of health system values, principles and directions, ensuring an appropriate fit with broad government directions, collaborating with internal, cross-ministry and external stakeholders.

**3. Federal/Provincial Relations:**

*End result:* Alberta health system benefits from opportunities to share best practices and collaborate with other jurisdictions on particular initiatives.

*How achieved:* Provide leadership on p/t, f/p/t and western initiatives in collaboration with AHW ADMs and other departments to ensure opportunities aligned with broader government goals.

**4. Business Planning and Annual Reporting:**

*End result:* Albertans understand how AHW is using its funds to deliver its business and desired outcomes. The business plan drives regional plans and division operational plans (these link to individual staff plans).

*How achieved:* Provide leadership to a collaborative process to develop and continuously improve the business plan. The business plan must integrate with regional plans, link with key government and department strategies and include effective monitoring and reporting requirements.

**5. Issue Management:**

*End result:* Proactive, strategic approach to managing health system and sector (pharmaceuticals, continuing care, access, research) issues.

*How achieved:* Provide leadership, create models for effective environment scanning, foster good relationships with internal, cross-ministry and external stakeholders and develop staff capacity to negotiate, generate solutions.

**6. Leader of Division and member of AHW Executive Committee:**

*End result:* Effective management and operation of the division/Ministry.

*How achieved:* As ADM-direct the overall administration, financial, priority setting, human resources and communications functions of the division, Coach and mentor division staff emphasizing policy capacity, strategic thinking skills, building effective working relationships and collaborative approaches. As a member of Executive Committee, champion and support all corporate initiatives.

7. The Strategic directions budget in 2006/2007 is \$759,115,000 and the ADM is responsible for the effective management of a staff complement of 88 FTEs.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Extensive senior management experience, with experience in the health system an asset.

Demonstrated ability to develop broad public policy, strategic and business planning, research and problem solving complex issues involving many stakeholders.

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Demonstrated ability to lead strategic initiatives, manage change and achieve positive results.

Demonstrated strong leadership and communication skills.

Related graduate degree is desirable.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

This position recently led the development of the Health Policy Framework. This required the ability to tease out as well as champion the vision of Alberta Government in compelling terms, promoting enthusiasm and commitment in others, the cognitive capacity to work through complex, parallel and divergent issues and interpret strategic information and potential courses of action for Government as well as the ability to use intuition, think non-linearly and use information from non-traditional sources to generate new and innovative approaches and solutions.

This position continues to lead the cross-ministry initiative on health renewal, new approaches to pharmaceutical policy and programs and access and is the Executive champion for the development of a provincial health services plan as well as a provincial research strategy. These are examples of projects that require the ability to:

- Build commitment through teamwork and strategic partnerships with an emphasis on working collaboratively, developing and supporting integrated planning, policy development and issues management using the shared ideas from diverse levels of government, vested interest groups and key stakeholders.
- Champion change management through personal flexibility, resilience and high energy to meet the ongoing challenges of changes in work goals, priorities and periods of transition.
- Solve problems and resolve conflicts.
- Be organizational aware and demonstrate business acumen.
- Coach and develop staff with a focus on enhancing policy capacity.
- Build and sustain relationships through active listening.
- Treat others with dignity and respect, consideration and concern. Actively facilitate collaborative working relationships with others. Keenly aware that to gain support for their ideas and initiatives, influence colleagues and other decision makers and effectively represent the interests of the Alberta government, ADMs must demonstrate well developed negotiation skills, persuasion and assertiveness abilities.
- Communicate effectively to reach a wide variety of audiences in different circumstances.

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## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Specific examples of challenging situations include:

- **Development of the Health Policy Framework**

Knew going into this exercise that 1 or 2 of the 10 policy directions would generate very significant controversy and also knew that it was necessary to be very bold this time around because the window of opportunity was there. Expected that the HPF would be announced as government direction but on day of announcement, commitment was made to consult with Albertans and within days were out consulting on a draft rather than a final framework. All of the media focus and public input was on the 2 controversial initiatives and the problem to be solved was how to promote all 10, but also hold on to the other 8 and not have to start all over again the next time there was a window of opportunity. Were successful at holding on to the 8, because Executive committee was flexible, worked as a team and collaborated with Executive Council to anticipate issues and prepare the Minister, so she could with confidence market it as the right thing to do.

- **Development of a Pharmacare strategy**

The Government of Alberta spends about a billion dollars a year on pharmaceuticals and this is not sustainable. The policy intent of current programs is not clear and we need to do a much better job of getting better prices and ensuring drugs are appropriately prescribed and used. The stakes are very high. Medicine plays an important role in health care and access is the key to good health outcomes. The pharmaceutical industry is very politically aggressive about getting their products listed, physicians want autonomy in prescribing and do not want to worry about price and what products government will pay for, the business of pharmacy and the profession of pharmacists want more compensation and Alberta residents on current government plans are not asking to pay more out of pocket and want government to help them pay for all drugs they are prescribed. No significant changes to pharmaceutical policies and programs have been made since the early to mid 90s. All attempts to slow the rate of growth of government pharmaceutical costs since then have failed because the strategies have been piece-mealed, other social and economic departments have not been supportive and the controversy relative to benefits has been unacceptable. The challenge this time around is to bring forward a compelling argument for change and a comprehensive package that is framed as a review of government's intent with respect to helping Alberta residents pay for prescription drugs.

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## Relationships/Contacts

(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)

Clients	Frequency	Nature & Purpose of Contact
<b>Internal to our Ministry</b>		
Minister's Office, Deputy Minister and Executive Committee	Daily	To receive direction, give advice; develop strategic solutions, 2 way exchange.
Executive Council ADMs	Bi-Weekly	Two way exchange to ensure policies integrated, aligned with GOA objectives.
X-Min ADMs and DMs	Bi-Weekly	Two way exchange to ensure policies integrated, aligned with GOA objectives.
Directors in SDD, other divisions and division staff	Daily	To give direction, receive advice, share information, coach, mentor, enhance policy capacity.
<b>External to our Ministry</b>		
RHA Boards, CEOs and VPs	Weekly to monthly (varies with issue, initiative)	Share information, receive input, advice, collaborate on strategic solutions on products/events like the provincial health service plan, access strategy and policy forums.
ADMs from other Health Ministries	Weekly to monthly (varies by initiatives)	Share information and best practices, develop collaborative products like discussion paper on Wait Time Guarantee for DM's.
Health professions and health associations such as the College of Physicians and surgeons of Alberta, the Alberta Pharmacist Association, the Alberta Medical Association, the Alberta Long Term Care Association and RxD	Weekly to monthly (various by initiative)	Share information, receive advice, develop strategic solutions to advance agenda.

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Researchers and Research Institutes/ collaboratives such as the Alberta Heritage Foundation for Medical Research, the Institute of Health Economics, iCare, the Alberta Bone and Joint Health Institute	Weekly to monthly	EC liaison for partnership agreements, share information, receive advice, develop solutions.
The Health Quality Council of Alberta	Weekly	EC liaison, discuss strategy, review HQCA business plan.
Alberta Blue Cross	Monthly	Share information, discuss pharmaceutical strategies.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

The health and wellness policy agenda is one of the most complex policy agendas facing all provincial governments, Canada and other OECD countries. Health spending consumes 1/3 of provincial government spending and Alberta like all Canadian provinces and other countries is very concerned about aging demographics, increasing demands, increasing costs of meeting those demands and sustainability in general. The system we have today is very physician and hospital centric and geared towards acute care and is not responsive to today's and tomorrow's challenge- chronic disease prevention and management. Significant changes are required to move from an illness to a wellness focus and from a provider to a patient focus. There are no silver bullets or shortages of ideas. The challenge comes in marketing and execution.

This position has significant influence on the long-term health and wellness agenda.

Key partners almost always bring different policy agendas (with common theme- there for the patient) to the table that need to be reconciled and negotiated to produce strategic solutions that advance the agenda. Generally health regions and providers are looking for maximum autonomy and funding. Researchers want to be relevant and inform decision-making and practice. The public is looking for certainty that the system will be there when they need it.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M620-04

### Identification Section

<b>Working Title:</b>	ADM, Correctional Services
<b>Ministry:</b>	Justice and Solicitor General
<b>Division, Branch/Unit:</b>	Corrections
<b>Reports To:</b>	Deputy Minister
<b>Levels to D.M.:</b>	1
<b>Job Description:</b>	M620-04
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M620

### Job Summary

Reporting to the Deputy Minister, ADM, Correctional Services is accountable for the housing, care and provision of programs to thousands of offenders located in 14 correctional centers, adult and youth and community corrections throughout the province. The division generates a high degree of media interest associated with management/employee relations and the offenders. The scope of integration required to manage the various diverse elements of this position puts it in the category of biggest job in the Public Service of Alberta.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
GIII3 700	G4 57% 400	F4P 528	1628

Short Profile: A2

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## Evaluation Rationale

- **Know-How:**

- **G:** The position requires expert level knowledge in corrections and for the planning, organizing and delivery of one of the largest programs in the Alberta public service.
- **III:** Integration of diverse elements such as security of inmates, rehabilitation programs, 24/7 operation and coordination of a large number of resources to deliver the programs and groups requires strong leadership, planning, delegation and organizational skills. Ability to respond quickly and efficiently to volatile situations such as, hostage takings, serious disturbances, riots, suicides, escapes, etc.
- **3:** Frequent contact with federal and provincial correctional officials on exchange of prisoner agreements, offender management strategies, to negotiate and develop policy recommendations. Motivating and directing correctional staff in a negative environment and at the same time maintaining a high standard of professional conduct.

- **Problem Solving:**

- The thinking environment requires complex strategic planning to balance public protection and inmate rehabilitation with cost, amidst the privatization of services and the division's high political profile and potential for public controversy.

- **Accountability:**

- **F:** Position is guided by broad business goals and objectives.
- **4:** The position is accountable for the actions of a large, 24/7 operation that impacts the safety of all Albertans and the rehabilitation or incarceration of the inmates.
- **P:** Responsible for the effective and efficient management of the corrections program in Alberta on a 24/7 basis.

**Last Reviewed:**

Last Review / Update: 2016-03-11

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# MJEP Benchmark Job Description - M620-04

## Identification Section

<b>Working Title:</b>	ADM, Correctional Services
<b>Ministry:</b>	Justice and Solicitor General
<b>Division, Branch/Unit:</b>	Corrections
<b>Reports To:</b>	Deputy Minister
<b>Levels to D.M.:</b>	1

## Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Deputy Minister, ADM, Correctional Services is accountable for the housing, care and provision of programs to thousands of offenders located in 14 correctional centres, adult and youth and community corrections throughout the province. The division generates a high degree of media interest associated with management/employee relations and the offenders.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

- 1. Innovation and Creativity/Continuous Improvement:**

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Develop new and better approaches which result in completely new approaches to services, systems, and policies which have impact on government or public service wide clients.

Negotiation with the federal correctional system to expand the Exchange of Service Agreement to offset a budget reduction of 7.9 million dollars and avoid the closure of the Grande Cache Correctional Centre, loss of jobs to 165 employees and a significant negative economic impact on the community of Grande Cache.

Streamline and redesign core programs and contract services in the correctional system to reduce cost and at the same time maintain quality of service (savings of \$4.9 million).

Restructure administration of Correctional Services resulting in a 50% reduction of administrative support staff (savings of \$250,000).

The outsourcing of programs and services traditionally performed by Correctional Services, e.g. forestry camps, probation services, criminal court workers to Aboriginal communities across the province.

Closure of the Strathmore Young Offender Centre and the Belmont Correctional Centre and the redeployment of staff and offenders (savings of \$2.9 million).

Introduction of a work camp in a wilderness setting for young offenders within existing resources.

Development of a proposal for Deputy Minister's and Minister's review with respect to prison privatization.

## 2. **Teamwork:**

Normally this job leads a team and is responsible for and answerable for its results.

The four branches of the Alberta Correctional System - Adult Centre Operations, Young Offender Branch, Community Corrections and Release Programs, and Division Support are led by four senior managers who have acquired experience in all areas/branches of the division. This experience fosters initiative, flexibility, creativity and greater understanding of individual roles.

Examples of Team Participation:

Development of strategic objectives and operating principles for the division.

Development of a three year business plan.

Development of budget reduction strategies.

## 3. **Accountability:**

Work performed affects the entire department; other departments of the government; or client groups outside the government.

## Knowledge/Experience

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**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Requires closely related experience in the field of Corrections or large mental health care institutions and advanced education in the social sciences, preferably criminology. To be knowledgeable of, sensitive to, and demonstrate respect for the social and cultural differences of individuals.

Strong leadership, planning, delegation and organizational skills. Must be decisive, able to cope with high stress via the complexities and potentially volatile nature of prisoners/prisons, e.g., hostage takings, serious disturbances, riots, suicide, escapes and related activities. To clearly articulate and communicate corporate values and to identify and order priorities to determine expected results. To be open to change in the nature of work processes and in organizational structures. To secure and utilize resources efficiently and effectively. Manage and disseminate information effectively.

Senior line-management success in policy development, program delivery and crisis management is essential as is a broad supervisory and interpersonal effectiveness.

Motivate individuals and organizations to accept change, or accept a certain position/direction which often has organization-wide impact (e.g. shaping corporate culture).

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Work under the guidance of the Deputy to define business goals and policies. Determines direction for a large part of the organization.

The Alberta Correctional Service gets its legislative authority from the Corrections Act, the Young Offenders Act and the Prisons and Reformatories Act (Canada). The ADM is responsible to the Deputy Minister for translating into action departmental and governmental policy and philosophy respecting correctional matters.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Situations are generally unstructured and require creative approaches to problems and challenges. The job holder must frequently modify approaches and come up with creative new solutions (e.g. developing plans, designing new services or systems, forecasting industry trends, managing a diverse group of professionals, branch management).

Developing and directing programs and services for 4,600 on register offenders under a combination of community supervision and incarceration. Budget reductions have resulted in the closure of two correctional centres and a possible third, yet prisoner population steadily increases. In this regard, prisoner management is an ongoing, day to day priority issue to avoid serious overcrowding and serious incidents.

The area of responsibility of this position is of a high stress nature due to the complexities and potentially violent nature of prisoners/prisons, e.g. hostage takings, suicides, escapes and related activities. The duties of this position require more than normal hours of work, due to the 24 hours per day, 365 days per year operational requirements of the correctional system and the fact that most serious incidents occur during evening/night time hours and on weekends.

Motivating and directing correctional staff in a negative environment and at the same time maintaining high standards of professional conduct.

The position has frequent contact with senior provincial and federal correctional officials, police, courts and numerous non-government agencies to discuss, plan, explain and negotiate policies, procedures and programs.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Senior Corrections Officials	Daily.	Numerous correctional issues.
Deputy Minister's Office	Daily.	Numerous correctional issues.

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Minister's Office	Daily.	Numerous correctional issues.
Provincial Corrections Officials	Frequent.	Exchange of prisoner agreements, staff and offender management strategies.
Senior Management Committee of Alberta Corrections	Weekly.	Chair meeting.
Justice Executive Committee	Weekly.	Business plans, budget preparation, assists in the preparation of new legislation and regulations, revising existing legislation and regulations, policy review and strategic planning.
Assistant Deputy Minister Committees	As required.	For instance, budget approval.
<b>External</b>		
Public	Daily.	Numerous correctional issues.
Federal Corrections Officials	Frequent.	Exchange of prisoner agreements, staff and offender management strategies.
Member of National Heads of Corrections Committee	Twice yearly.	Discuss/review policy matters.
Senior Federal Correctional Committees	Ad hoc basis.	Review, negotiate and develop policy recommendations.
Senior Provincial Correctional Committees	Ad hoc basis.	Review, negotiate and develop policy recommendations.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

Responsible for the effective and efficient management of an operational budget of \$117,000,000 and 1,900 employees, and revenue of \$27,600,000. The nature of a correctional system generates a high volume of management/employee relations issues for resolve with the union. Similarly, the nature of a high prisoner population generates a significant number of prisoner complaints to the Provincial Ombudsman (second highest in the Government Service). The greatest majority of complaints

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stem from restrictions and limitations imposed for public safety and security reasons. The Corrections Division as well generates a high degree of media interest on a myriad of issues of a newsworthy nature.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M620-06

### Identification Section

<b>Working Title:</b>	ADM, Health Workforce Division
<b>Ministry:</b>	Health
<b>Division, Branch/Unit:</b>	Health Workforce Division
<b>Reports To:</b>	Deputy Minister
<b>Levels to D.M.:</b>	1
<b>Job Description:</b>	M620-06
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M620

### [Organization Chart](#)

(requires login)

### Job Summary

Reporting to the Deputy Minister Health and Wellness, the position is responsible for providing strategic direction to the Health Workforce Division which is responsible for planning Alberta's health workforce into the future. This includes the Health Professions Act which deals with entry to practice issues and representing the ministry's interests in the Trilateral Agreement between the Alberta Medical Association, Alberta Health and Wellness and the Regional Health Authorities. This agreement establishes a shared effective strategic direction and implementation and framework. Through strategic thinking and results orientation, the position also develops and implements policies and programs to ensure the business plan goals and objectives are achieved and the division is successful in meeting measures and targets.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
GIII-3 608	F4 57% 350	F4P 528	1468

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Short Profile: A3

## Evaluation Rationale

### Know-How:

- **G:** Requires an in-depth knowledge and understanding of all the health workforce occupations along with the present and future needs. The Health Profession Act deals with entry to practice issues, varying agendas that affecting negotiations, and the development of a provider directory in support of the Electronic Health Record framework. Position also requires in-depth knowledge and understanding of business planning, accountability processes and performance management systems to negotiate and implement the decisions of the Trilateral Agreements with the trilateral partners.
- **III-:** The ADM strategically manages and integrates six diverse branches that make up the Health Workforce Division. The ADM addresses rural staffing issues; development of service delivery and compensation models for physicians and other health care providers. The position also establishes effective direction for academic medicine in the province. The push down recognizes that the focus of the position is on Alberta's health system workforce. What differentiates this policy job from the ADM, Strategic Directions for Health and Wellness is this position focuses on current-day health care policy which impacts today's health workforce stakeholders. The other position works in a less-known territory, dealing with the ongoing needs of Albertans into the long term (20+ years) future.
- **3:** A high level of human relations skills is required to lead a large and diverse staff complement. The position is required to communicate effectively and collaborate strategically with a wide variety of stakeholders, clients and the ministry to balance the needs and interests of diverse groups in the health workforce. The position is the senior representative of the ministry at negotiations for the Trilateral Agreement.

### Problem Solving:

- The focus of the work is on health renewal which requires challenging the current state of the health system and conceptualizing proposals for improvement. The ADM faces the challenge of developing strategic solutions for medical and clinical policy issues; actualizing the trilateral agreements with all stakeholders; addressing workforce shortages, and establishing the strategic direction for academic medicine. There are known, previously developed models from which the ADM can refer to and use to develop new models and strategies.

### Accountability:

- **F:** Receiving broad direction from the Deputy Minister, the ADM is responsible for the Trilateral Agreement, effective supply and utilization of the future health workforce, and development of compensation models for physicians and other health care providers.
- **4:** The ADM impacts the availability and compensation of the health system workforce across the province.
- **P:** As the ministry's representative, the ADM is accountable for developing a Health Workforce Action Plan to ensure an adequate supply and appropriate mix of health system professionals are available.

**Last Reviewed:**

Last Review / Update: 2016-03-11

## MJEP Benchmark Job Description - M620-06

### Identification Section

<b>Working Title:</b>	Assistant Deputy Minister
<b>Ministry:</b>	Health
<b>Division, Branch/Unit:</b>	Health Workforce Division
<b>Reports To:</b>	Deputy Minister
<b>Levels to D.M.:</b>	1

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Assistant Deputy Minister provides leadership and direction to the division, applying strategic thinking and results orientation to ensuring that the business plan goals and objectives are achieved, and that the division is successful in meeting the measures and targets of its business objectives.

Specifically within the Health Workforce Division, the major challenges are:

- Representing the Ministry's interests in the Trilateral Agreement.
- Initiating policy and strategic projects to realize the benefits of the agreement.
- Making implementation decisions with the trilateral partners to actualize the agreement, including the Alternate Relationship Plans (ARPs), and development of Primary Care Initiative (PCI), in particular, Primary Care Networks (PCNs).
- Planning for Alberta's health workforce into the future, including the Health Professions Act, which deals with entry to practice issues, inter-professional rivalry affecting regulations, and the development of a provider directory in support of the electronic health record.
- Dealing with medical and clinical policy issues that affect the Ministry and the health system.

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The ADM works through a branch structure, including:

- Divisional Operations
- Alternate Relationships
- Workforce Policy and Planning
- Master Agreement and Negotiations
- Office of the Provincial Medical Care Consultant
- Telehealth

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

### 1. **Successfully re-negotiate the Trilateral Agreement**

**Activities include:**

Being the senior representative of Alberta Health and Wellness on a day-to-day basis in the negotiations process.

Working with the Deputy Minister and external consultant to represent the Ministry in the negotiations, and bringing these negotiations to a successful conclusion.

Reaching points of compromise where this will lead to successful conclusion of the agreement.

Putting in place the necessary implementation pieces (staff, organization structure, strategic and administrative processes, etc.) to renegotiate and implement the agreement from the Ministry's perspective.

### 2. **A successfully implemented Trilateral Agreement**

**Activities include:**

The Local Primary Care Initiative, which will fundamentally alter the work of primary care physicians, and their relationship to their patients and other providers.

Alternate Relationship Program, which provides physicians, RHAs and the Ministry with the opportunity to develop common goals and to alter physician payment to achieve those goals.

A requirement to address the issue of Academic Medicine, which is a complex entity that is critical to Alberta maintaining its lead in medical innovation.

On-call programs (specialist and rural), which ensures that physicians are fairly compensated for the extent of their work after hours.

Physician Office Systems Program, which is a critical element in integrating all of the health delivery system through providing electronics to physicians at their worksites and an essential element of the EHR.

Administering the budget management and adjustment process under the Master Agreement.

**3. Effective supply and utilization of the health workforce.**

Health workforce consumes the majority of health care costs. It is Alberta's priority (and a federal priority) to address workforce issues, and to develop a comprehensive Health Workforce Action Plan.

**Activities include:**

Providing policy perspectives on health workforce direction.

Providing leadership on the development of workforce strategies and the Health Workforce Action Plan.

Maintaining relationships with key stakeholders in Alberta's health workforce for purposes of issue resolution, workforce planning and implementation including RHAs, Professional Colleges, Professional Associations, Academic institutions and other provincial government departments.

Working with other Divisions to address broad policy and strategic issues related to health workforce.

**4. Establish an effective strategic direction for Academic Medicine in the Province.**

Provide leadership and strategic policy direction in the area of Academic Medicine.

Support a Deputy Minister's Committee and Chair an ADM Committee charged with developing a sustainable governance and management model for Academic Health throughout the Province.

Establish the economic benefits and opportunities to the province respecting the investment of provincial funds in Academic Medicine.

Lead the development of a response to recommendations from the Office of the Auditor General regarding accountability and governance in Academic Medicine in the Province.

Prioritize and implement the development of Academic Alternate Relationship Plans (AARP) in the province.

Ensure the evaluation of existing AARPs.

**5. Promote the development of alternate service delivery and compensation models for physicians and other health care providers.**

Consistent with the provision of the Health Policy framework, establish with stakeholders alternate and interdisciplinary service delivery models.

Develop appropriate compensation models to incent the establishment of such alternate service delivery models.

Continue to work with trilateral parties under the Trilateral Master Agreement to address acknowledged deficiencies and issues associated with the development, approval, implementation, monitoring and evaluation of Alternate Relationship Plans.

Continue to work with trilateral parties on the expansion and evaluation of Primary Care Networks under the successful Trilateral Primary Care Initiative.

**6. An effectively operating division.**

**Activities include:**

Chairing the divisional management team (DMT).

Ensuring that the proper strategic perspective is maintained at the DMT.

Resolving inter-branch issues that result from differing perspectives on functional issues.

Initiating projects that move specific functional projects forward and to completion.

Identifying personnel issues, and resolving them expeditiously.

Identifying FTE requirements for the mandates above, obtaining approval to acquire them, recruiting and putting in place the FTE allocation, and ensuring that the divisional workforce is up to allocation, productive, effective and operating on a divisional level.

**7. Effective intellectual leadership**

Much of the work of the division involves health renewal; that is, challenging assumptions on the current operations of the health system, and conceptualizing and putting in place proposals for how these options could improve the health system. This also involves implementing these proposals as they are negotiated, approved and implemented.

**Typical initiatives include:**

An effective primary care system.

An effective alternate relationship process.

An effective process for dealing with academic medicine.

An effective Physician-On-Call program.

An effective supply and utilization of health service providers in Alberta.

An effective telehealth structure and program in the province.

A transformed health workforce in support of new primary care models.

- 8.** And finally, the position participates as an executive team member, providing executive leadership within the organization and furthering the strategic corporate agenda for government.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

**Knowledge:**


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- Extensive related senior management experience with proven success as a leader, formulating policies, directing diverse groups to achieve results, negotiating and implementing large, complex agreements.
- In-depth knowledge and understanding of business planning and accountability processes, and performance management systems.
- Demonstrated ability to communicate effectively, and collaborate strategically with a wide variety of stakeholders, and to balance the needs and interests of diverse groups.
- An understanding of strategic concepts and the ability to translate those to tangible elements of an agreement and project processes.
- Exceptional verbal, written, listening and interpersonal communication skills.
- Proven ability as a team leader with a commitment to create, support and sustain an environment that enables staff to achieve results and to develop and build organizational capacity for the future.

**Education:** Master's degree preferred in health administration, business administration or a related field.

Designation/Certification: None required.

**Work Experience:** Minimum ten years in public administration, with experience in senior management and leadership positions.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

### **Leadership Skills:**

- Experience in effectively managing significant fiscal and human resources, especially in an environment in which there is a great deal of change and innovation.
- Strong project management and organizational abilities, including the ability to manage a number of complex issues through senior staff.
- Proactive problem solving decision-making abilities.
- An ability to encourage new approaches and question existing ones to ensure that most efficient and effective outcomes are achieved.
- Communicates a compelling vision.
- Works with the branch heads to develop strategies to meet future challenges.
- Communicates a vision for the team that generates excitement, enthusiasm and commitment to the team mission.
- Models ethical behaviour consistent with the values of the Alberta public service.
- Engages others in strategic thinking and challenges them to take action.
- Works through the DMT to engender its strategic orientation, and to empower branch heads to fulfill their mandates.

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**Strategic thinking:**

- Develop strategies to respond to broad scale, long term views of challenges and opportunities.
- Creative strategy for the division, but also one that supports the government's and Ministry's vision, especially in the major areas of the Trilateral Agreement, and the broad area of health renewal.
- Considers the big picture when examining possible opportunities or thinking about long term applications of current activities.
- Uses knowledge of the direction of government in order to anticipate the impact of change on the department.

**Relationship building:**

- Develops formal and informal relationships with a wide circle of people, especially those involved in the Trilateral Agreement at senior levels, and beyond to those involved in current activities, including clients, stakeholders and other participants in the health system.
- Works with fellow ADMs in the department on government and corporate initiatives, in a leadership, collegial or support role as specific initiatives require.
- Promotes fairness by ensuring the department's business is conducted with impartiality.
- Develops relationships with the intent of achieving effective delivery of relevant services.
- Nurtures existing and potential relationships to help achieve the department's strategic plans.
- Manages difficult and complex interpersonal relationships effectively.

**Resource management:**

- Works effectively to identify the FTE requirements of implementing the Trilateral Agreement, and other businesses of the division, and puts in place the processes to select, acquire, train and optimize the utilization of the human resources in the division.
- Ensures appropriate accountability and performance standards are met.
- Delegates authorities and responsibilities appropriately.
- Identifies resource issues, works to acquire the resources required.
- Effectively oversees a range of significant and complex programs and time sensitive issues using appropriate resources.

**Results orientation:**

- Initiates action and optimizes resources for the achievement of improved results.
- Sets goals and priorities in order to deliver results consistent with the Trilateral Agreement, government direction, departmental objectives and divisional needs.
- Uses information from program/policy evaluation measures to improve performance.
- Sets priorities and takes calculated risks in order to improve the delivery of services and operations.
- Recommends new policy/program direction focused on the enhancement of program outcomes.
- Uses strong mediation and consultation skills to achieve identified goals and improved outcomes.

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## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

### **Negotiation and re-negotiation of the Trilateral Master Agreement:**

The Trilateral Agreement signed in 2003 is the first of its kind in Canada. It required the bringing together of Ministry, AMA and RHA representatives to rethink the way the health system works, to develop a common vision of a renewed health system, and to negotiate the elements of change that would lead to that renewed vision. The work involved representing the Ministry on the Master Negotiations Committee, and making decisions with respect to the Ministry's commitments in the agreement. The negotiations affected a total of \$1.6 billion of Ministry commitments, but beyond that, could fundamentally alter the workings of the health system overall in Alberta. The Trilateral Master Agreement budget is required to be re-negotiated for 06/07 – 07/08 and 08/09-10/11.

Assistance available: Cabinet, Minister, Deputy Minister, external consultant, staff of the division to provide data and support.

### **Implementation of the Master Agreement:**

Once the Trilateral Master Agreement was signed, a complex set of structures was put into place to implement the pieces of the agreement. The position sits on and co-chairs the Secretariat, the second most senior committee charged with implementation of the agreement. The committee deals with complex issues elevated from other operating committees, and must make decisions or recommendations to move the agreement forward. The ADM is the senior representative of the Ministry on the Secretariat, and is expected to be knowledgeable in all facets of the agreement, and to make decisions on behalf of the Ministry that affect the agreement as a whole, programs within the agreement, and significant budgets. The ADM also provides advice to the DM (who is the Ministry's representative on the Master Committee under the Trilateral Agreement) on trilateral issues.

Outside of the committee process, the ADM is expected to work through branch staff, as well as other divisional staff, to gather the information required to provide proper perspectives for making decisions, to ensure that the support structures are in place as committed by the Ministry through the agreement, to acquire resources, to put in place structures, etc.

Assistance available: Deputy Minister, branch heads and staff of the division, other ADMs and staff of other divisions.

### **Managing the agreement budget:**

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The Master Agreement currently involves nearly \$2 billion per year out of a total of \$10 billion per year in health system spending. The division must have in place the processes to account for the monies spent, and to identify issues of overspending before they arise, and to take steps to avert additional issues prior to their becoming reality. The division also administers and negotiates the complex financial adjustment provisions contained within the Trilateral Master Agreement.

Assistance available: Deputy Minister, unit heads of the branch, other ADMs.

### Developing a Health Workforce Action Plan

As part of the federal/provincial discussions, First Ministers have agreed to accelerate their work on health human resource action plans and/or initiatives to ensure an adequate supply and appropriate mix of health care professionals. Alberta has assumed a leadership position in modeling the current situation, forecasting health professional needs, and developing a comprehensive health human resource action plan. The Department has taken a lead role in identifying; coordinating and addressing Health Workforce needs and in particular in raising the attention of the government to the workforce needs of the Health System in Alberta.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal to our Ministry</b>		
Minister	Occasional	Provide policy advice/ recommendations, received directions from the Minister and respond to Minister's Office Information requests.
Deputy Minister	Frequent	Provide policy advice/ recommendations, receive directions.
Executive Team	Frequent	Participate in policy discussion, provide policy advice/ recommendations, receive directions.

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Divisional Management Team	Frequent	Provide strategic and policy directions, assign responsibilities and focus efforts.
Branch Heads	Frequent	Address operating issues, ensure FTE allocation, address personnel issues.
<b>External to our Ministry</b>		
Secretariat	Occasional	Co-chair, provide Ministry perspective, negotiate results, implement decisions.
RHA CEOS and other Senior RHA staff	Frequent	Discuss strategic and policy issues, reach agreement on conclusions, implement decisions.
F/P/T Contacts	Regular	Share information, agree on common positions, represent Alberta's position on health workforce issues.
Other Government Ministries	Occasional	Discuss cross-ministerial initiatives, reach agreement, implement decisions.
Professional Colleges and Associations	Regular	Discuss common issues, reach agreement and implement decisions.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The Assistant Deputy Minister has the freedom to set the direction, strategies, goals and objectives of the division in the context of the department's business plan and overall mandate, and in partnership with industry. There is significant freedom in developing and implementing the government's response to negotiating and arriving at financial arrangements with various health stakeholders and service providers.

A significant degree of latitude exists in making decisions regarding the allocation of financial and human resources to address these needs. This includes the management of a \$2.6 billion budget which is extremely complex with difficult to control factors in the area of physicians' payment agreements. Variances can be significant and can have a significant impact on the

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provincial health system if not managed appropriately. Work action by physicians and/or health professionals could severely impact the viability of the health system.

An example of impact and magnitude is the Health Workforce Action Plan where in response to the federal/provincial discussions, First Ministers have agreed to accelerate their work on health human resource action plans and/or initiatives to ensure an adequate supply and appropriate mix of health care professionals. Alberta has assumed a leadership position in modeling the current situation, forecasting health workforce needs, and developing a comprehensive health human resource action plan. The Department has also taken a lead role in identifying; coordinating and addressing Health Workforce needs in the province and in particular in raising to the attention of the provincial government the workforce needs of the Health System in Alberta.

Generally, the position is expected to strategize and look ahead three to ten years to determine how the human resource needs of the health system are evolving and the nature of the service and delivery models that have to be negotiated.

Compensation arrangements for physicians and other health professionals are an ongoing issue faced by the Division. Such arrangements have significant financial implications; can impact the implementation and operationalization of the Tri-lateral Master Agreement and compromise the expansion of existing programs (such as ARPs; Academic ARPs and PCNs). Compensation issues are very sensitive issues with most self-employed health professionals such as physicians.

Last Review / Update: 2016-03-11

# MJEP

## Benchmark Evaluation - M620-03

### Identification Section

<b>Working Title:</b>	ADM, Cultural Facilities and Historic Resources
<b>Ministry:</b>	Culture and Tourism
<b>Division, Branch/Unit:</b>	Cultural Facilities and Historical Sites
<b>Reports To:</b>	Deputy Minister, Community Development
<b>Levels to D.M.:</b>	1
<b>Job Description:</b>	M620-03
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M620

### Job Summary

Reporting to the Deputy Minister, Community Development, position is responsible for the development and implementation of policies and programs relevant to the operation of cultural facilities owned by the province, and the protection and promotion of appreciation of the historical interests of Alberta and for the operation of provincial cultural facilities including the Jubilee Auditorium and 18 museums, interpretive centres, and related public facilities. Operations require provincial level budget development, marketing of facilities, coordination of branches' activities, establishment of individual program priorities, allocation of resources, revenue generation, and chairmanship of various standing and ad hoc committees. The position also involves significant historical resource management, and the regulation of development on Crown and private land. The position is responsible for the planning, acquisition, and administration of a substantial annual operating budget.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
GIII-3 608	G4 57% 350	F4P 528	1486

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Short Profile:

A3

## Evaluation Rationale

- **Know-How:**

- **G:** Position is a recognized expert in the historical resources of the province of Alberta, and is used as a key agency contact and advisor by senior people across the heritage community within Alberta. Because core operational funding goes beyond the GRF base to a heavy dependency on self-generated revenues the ADM is required to be very knowledgeable of both public and private sector business practices.
- **III-:** The ADM leads the delivery of cultural facilities owned by the province such as the Jubilee Auditorium, 18 museums, interpretative centres and related facilities. The pull reflects the complexities in issues management associated with cultural heritage.
- **3:** A high level of human resource skills are required to lead a large and diverse staff complement. Position must utilize advanced consultation, planning and negotiation skills to deal with municipal officials and counsel members, MLAs, and ADMs, Directors and subordinates in Community Development and other Alberta departments.

- **Problem Solving:**

- The implementation of a comprehensive historical resource management program requires a depth of evaluative thinking and problem solving in order to balance resource evaluation and protection requirements with provincial needs for natural resource extraction and modern land usages. Incorrect decisions can lead to significant loss of valuable historical resources, or unnecessary delays and additional costs for developmental projects. The efficient and effective operation of Crown facilities is complicated by a diminishing resource base and the need to develop innovative income streams to allow programs to operate at an appropriate level in compliance with government operating and fiscal management requirements.

- **Accountability:**

- **F:** Receiving broad organization direction from the Deputy Minister, the ADM is responsible for cultural heritage initiatives and capital projects.
- **4:** The position greatly impacts the direction of the Division, its choice of new capital projects and programs, and its budget acquisitions from all sources. Visitors and patrons to the public facilities are impacted by those decisions, as are heritage property owners and developers. Position is also responsible for several pieces of legislation that impact heavily on property and development rights.
- **P:** The position is accountable for the development and implementation of policies and programs relevant to the operation of cultural facilities owned by the province and for the operation of provincial cultural facilities including the Jubilee Auditorium and 18 museums, interpretive centres, and related public facilities.

**Last Reviewed:**

Last Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M620-03

### Identification Section

<b>Working Title:</b>	Assistant Deputy Minister, Cultural Facilities and Historic Resources
<b>Ministry:</b>	Culture and Tourism
<b>Division, Branch/Unit:</b>	Cultural Facilities and Historical Sites
<b>Reports To:</b>	Deputy Minister, Community Development
<b>Levels to D.M.:</b>	1

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Deputy Minister, this position is responsible for the development and implementation of policies and programs relevant to the operation of cultural facilities owned by the province, and the protection and promotion of appreciation of the historical interests of Alberta. It is concerned with the management of the two Jubilee Auditoria and eighteen provincially owned and operated museums, interpretive centres and related public facilities. These operations require budget development on a province wide scale, marketing of historical and cultural facilities, establishment of individual program priorities, allocation of resources, generation of revenues, direction of planning, participation in and chairmanship of various standing and *ad hoc* committees, and coordination of the diverse activities of the constituent Branches. In addition, delegated authority pursuant to the Historical Resources Act involves significant historical resource management responsibilities for both real property and moveable cultural property, and the regulation of development on both Crown and private lands.

### Specific Accountabilities

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**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

### **1. Program Support**

Oversees the general development of policies and objectives of the Division, and the management and supervision of the programs necessary to implement those policies and achieve those objectives.

Provides leadership in the determination of Divisional vision, mission, and goals, and establishes long term objectives. Formulates program and procedural policies necessary to achieve Departmental and Divisional objectives, develops funding strategies for capital projects and operations, and determines annual budget priorities to provide for implementation.

Establishes appropriate organizational structures and modifies as necessary.

Formulates terms-of-reference for Branch constituents of the Division to ensure appropriate coordination of individual program objectives, and monitors activities to ensure compliance.

Responds to requests for policy development or program activity from the Minister and Deputy Minister, directing relevant Branches and individuals as necessary.

### **2. Site Operations**

Through subordinate managers, implements policy decisions and programs designed to provide for the efficient and effective operation of a network of 20 provincially owned cultural and historical facilities.

Reviews and approves capital development and operating plans for all provincially owned and operated cultural and historical facilities, including the Northern Alberta Jubilee Auditorium, the Southern Alberta Jubilee Auditorium, the Royal Alberta Museum, the Provincial Archives of Alberta, the Royal Tyrrell Museum of Palaeontology, the Field Station of the Royal Tyrrell Museum, the Remington Carriage Museum, Head-Smashed-In Buffalo Jump, the Frank Slide Interpretive Centre, Brooks Aqueduct, Stephansson House, the Reynolds-Alberta Museum, the Ukrainian Cultural Heritage Village, Fort Victoria, Buckingham House/Fort George, Father Lacombe Chapel, Rutherford House, Fort Dunvegan, and the Fort McMurray Oil Sands Discovery Centre.

Supervises marketing planning and implementation, with a specific view to increasing market share, revenues, and economic impact of facility operations. Currently the museum operations alone attract nearly one million visitors per year, generating around \$6 million in direct revenues and over \$70 million in provincial economic impact. The Auditoria have over 500,000 patrons per year, and self-generate approximately \$3 million.

Effects liaison with other government departments with an interest in site operations, particularly Alberta Economic Development and Alberta Infrastructure and Transportation.

Evaluates the effectiveness of current operational planning, and implements changes as necessary.

### **3. Historical Resource Management**

Has primary responsibility for ensuring the preservation and protection of Alberta's human and natural history through a variety of delegated authorities pursuant to the Alberta Historical Resources Act.

Exercising delegated Ministerial authority, requires development proponents in both the public and private sectors to undertake such actions as are deemed necessary to ensure the protection of historical resources which might be adversely affected by modern land usages.

Administers a comprehensive system to legally protect individual historical resource sites through designation pursuant to the Historical Resources Act, and reviews and approves all applications to modify such sites once identified.

Reviews and approves all applications for archaeological and palaeontological research work undertaken in the province, including investigations by both government and private researchers.

Reviews and approves all applications for disposition of Crown property in selected archaeological and palaeontological materials.

Administers system to select and approve names for all provincial geographical features.

Responsible for management of the collective memory of government through the Provincial Archives, which has a particular consequence under the Freedom of Information and Protection of Privacy Act.

#### **4. Community Programming**

Has responsibility for administering various programs to provide provincial government assistance to various community interests in the historical resource area.

Provides technical resources and expertise to facilitate the operations of the Alberta Historical Resources Foundation, which serves as the primary vehicle for funding the provincial assistance to community heritage interests.

Disbursements total approximately \$6.5 to \$8 million per year.

Provides planning assistance and advice to facilitate community based historical developments and operations.

Encourages the development and growth of relevant provincial organizations, such as the Alberta Museums Association and the Alberta Genealogical Association, which assist the provincial heritage communities.

#### **5. Liaison with the Glenbow-Alberta Institute**

Serves as the primary officials-level contact with Glenbow to coordinate its operations with provincial initiatives and policies.

Works directly with Glenbow's management to resolve operational problems and funding issues.

Advises the Minister and Deputy Minister on issues concerning Glenbow, and recommends options for alternative operating strategies.

#### **6. Other Related Duties**

Undertakes specific tasks and projects as directed by the Minister or Deputy Minister to further the provincial historical objectives, such as on-going work on and with Alberta's Centennial Program and related initiatives.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

This position requires a high level of managerial and leadership skills, and a broad knowledge of the major historical values of the province. It is critical to be a strategic thinker with broad, long term views in assessing options and implications. Effective resource management of internal and external resources is paramount. The ability to provide leadership by positively influencing people and events is important, as well as developing and maintaining positive relationships and partnerships. The incumbent will know and understand what results are important and focus resources to achieve results in alignment with the goals of the organization.

A Master's level of education in a related area is a preference in order to provide leadership to a variety of highly skilled and educated managers and specialists in a number of disciplines. A minimum of five years experience at a senior level is required, with particular emphasis on effective leadership, administration, and relationship building. The position also requires exceptional communication skills; verbal, written, listening and interpersonal skills and demonstrated ability to take a strategic approach on opportunities for innovation and creative problem solving.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

This position leads a staff of 500 people directly, and impacts a community of approximately 10,000 heritage professional and volunteers. To do this the ADM works through a committee of reporting branch directors, and liaises regularly with other senior officials of this and other ministries, agencies, and foundations. Senior people across the heritage community within Alberta and from other provinces and states, use the ADM as a key agency contact and advisor. ADM is also regularly contacted by federal and municipal officials for information and advice.

Aside from annual Divisional business plans, the ADM also supervises short and long-term strategies for development, such as the current Divisional 20 Year Plan, and the Divisional Capital Plan. Reporting Branch Directors are required to have future Branch projects seeking funding ready to go at any time should funding windows open.

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Because core operational funding goes beyond their GRF base to a heavy dependency on self-generated revenues, the business aspect of this Division are huge, and quite distinctive within government. Complicating the entrepreneurial work is a government financial and accounting system that does not always lend itself well to 'business operations'. Therefore the ADM must be extremely knowledgeable of both public and private sector business practices.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The most difficult aspects of the position relate to (1) the implementation of a comprehensive historical resource management program, and (2) the efficient and effective operation of the various cultural and historical facilities.

The former requires a great deal of historical knowledge and managerial skill in order to balance resource evaluation and protection requirements with provincial needs for natural resource extraction and modern land usages. This involves formal regulation of both public and private sector development projects. The consequences of error are significant, as incorrect decisions can lead to the irretrievable loss of valuable historical resources, or unnecessary delays and additional costs for development projects. Furthermore, annual expenditures as a result of decisions can run into the millions of dollars for both the public and private sectors.

The latter responsibilities, the efficient and effective operation of Crown facilities, involves the desire to maximize the economic benefits of cultural and historical facilities. This objective is complicated by a diminishing resource base and the consequent need to develop new income streams to allow programs to operate at an appropriate level. Difficulties are encountered through competition within and without the system, and by the general government management structures which may limit entrepreneurial opportunities. This situation requires the development of creative solutions to encourage the generation of significant new resources to assist in site operations, while still complying with government operating and fiscal management requirements.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

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Clients	Frequency	Nature & Purpose of Contact
Assistant Deputy Minister, Directors, Subordinates		<p>On a daily basis this position is in contact with the Assistant Deputy Ministers, Directors and subordinates in this and other Alberta departments, other provinces, and the federal government for purposes of consultation, planning, and negotiation. In addition, contacts are maintained with municipal officials and council members on a variety of interests and projects, and direct communications are entered into with MLAs relative to constituency concerns. Contacts are routinely entered into with a variety of business interests, usually involving development project regulatory requirements, community interest leaders, and university staff in the historical resources field.</p> <p>Within the department daily contact can be anticipated with the Deputy Minister, and less frequently with the Minister, for the purpose of providing information and advice, and receiving directions.</p>

## Impact and Magnitude of Job (Scope)

(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.

Provide recent examples.)

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This position is responsible for the planning, acquisition, and administration of a \$46 million annual operating budget and approximately 500 staff. In addition, Divisionally orchestrated capital projects frequently run into the tens of millions of dollars, including the present \$180 million Royal Alberta Museum redevelopment. Those budget responsibilities include \$25 million in General Revenue Funds, \$7 million in lotteries monies to support community heritage initiatives, \$10 million in self-generated revues, and the balance from external grants and other sources. The manpower split is one-half GRF, and one-half from contracts, interns, sponsorships, friends staff, and some season or irregular staff.

The network of the public facilities and lands directly managed by this Division is three-quarters of a billion dollars.

This position greatly impacts the direction of the Division, its choice of new capital projects and programs, its budget acquisitions from all sources, how it troubleshoots, how it deals with its staff, and the like. Visitors and patrons to the public facilities are impacted by those decisions, as are heritage property owners and developers impacting historical resources.

This position is also responsible for several pieces of legislation that impact heavily on property and development rights.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M620-02

### Identification Section

<b>Working Title:</b>	ADM, Tax and Revenue Administration
<b>Ministry:</b>	Treasury Board and Finance
<b>Division, Branch/Unit:</b>	Tax and Revenue Administration
<b>Reports To:</b>	Deputy Minister
<b>Levels to D.M.:</b>	1
<b>Job Description:</b>	M620-02
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M620

### Job Summary

Reporting to the Deputy Minister, the position administers all revenue and tax programs. This includes leading the management teams in the Revenue Operations, Audit, Tax Services and Business Technology Management branches to provide Albertans with a fair, competitive, simple, and efficient provincial tax and revenue system. The position works closely with other areas within the Ministry on tax policy and legislation for Alberta's provincial tax and revenue system and shares responsibility for policy development, planning and implementation of cross-ministry initiatives.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
GIII-3 608	F4 57% 350	F4P 528	1486

Short Profile: A3

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## Evaluation Rationale

- **Know-How:**

- **G:** Requires in-depth knowledge of financial analysis, tax legislation, business technology management, revenue operations, return assessment, audits, and commodity tax. A strong knowledge of senior financial management techniques, strategic planning processes within the public sector, and financial legislation and regulations is required to lead the division.
- **III-:** The ADM strategically manages and integrates four branches responsible for tax collection for the province. The push down recognizes that Alberta's tax and revenue collection system operates within a prescribed framework.
- **3:** The position maintains alliances with other governments and business partners to enhance mutual cost effectiveness, business processes and service. Developing and maintaining effective open and consultative relationships with clients and stakeholders is key to providing quality service and enhancing business processes.

- **Problem Solving:**

- The ADM faces the challenge of developing strategic solutions to complex financial and information management challenges in a politically sensitive environment. It must develop tax regimes that optimize service to Albertans and reduce non-compliance. The creation of provincial and federal partnerships on a variety of initiatives impacting Alberta's tax and revenue system is a major component of the role. Various financial regulations, legislation and policies provide broad parameters for the ADM to make these decisions.

- **Accountability:**

- **F:** The ADM makes all decisions for the division pertaining to tax and revenue administration. It is subject to various legislation as well as the Ministry's vision and mission as set by the Deputy Minister and Minister.
- **4:** The ADM impacts every taxpayer in Alberta by collecting and dispersing significant revenues, refunds, and rebates and grants. The division collects over \$4 billion per year in revenue and disburses approximately \$1 billion in refunds, rebates and grants.
- **P:** The ADM is solely accountable for the collection of all tax revenues in the province.

**Last Reviewed:**

Last Review / Update: 2016-03-11



# MJEP Benchmark

## Job Description - M620-02

### Identification Section

<b>Working Title:</b>	ADM, Tax and Revenue Administration
<b>Ministry:</b>	Treasury Board and Finance
<b>Division, Branch/Unit:</b>	Tax and Revenue Administration
<b>Reports To:</b>	Deputy Minister
<b>Levels to D.M.:</b>	1

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Assistant Deputy Minister, Tax and Revenue Administration provides leadership within the organization for administering tax, revenue and related benefit programs. This involves leading the management teams in the Revenue Operations, Audit, Tax Services, and Business Technology Management branches in achieving business plan goals, and working closely with other areas within the ministry on tax policy and legislation matters to provide Albertans with a fair, competitive, simple and efficient provincial tax and revenue system. In this role the Assistant Deputy Minister maintains alliances with business partners, including other governments and Alberta government entities, to enhance mutual cost effectiveness. Developing and maintaining effective, open and consultative relationships with clients and stakeholders is key in providing quality service and enhancing business processes. As a member of the executive team, the Assistant Deputy Minister will share responsibility for policy development, planning and implementation of cross ministry initiatives, and contribute to achieving the corporate goals of government.

### Specific Accountabilities

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**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Leading and managing Tax and Revenue Administration in:

- registering clients and processing returns, claims and exemptions,
- providing reliable and timely information about tax and revenue programs to taxpayers, the general public and other departments,
- accounting for Alberta tax and revenue programs and administering dispute resolution mechanisms related to Tax and Revenue Administration's programs, and
- monitoring and, where appropriate, enforcing compliance with tax and revenue legislation and regulations and collecting amounts owing to the province and making payments of refunds and rebates.

Ensuring Tax and Revenue Administration is effective and responsive in implementing strategies that address client needs and align with government policy.

Leading, coaching and mentoring a management team to achieve business plan goals and link services and program activities within the department and across departments to develop processes and to optimize capacity.

Providing leadership and supporting the Deputy Minister on cross ministry initiatives when the initiatives are the profiled goals and strategies of the department.

Participating as a team member or leader with other government departments to ensure cross ministry initiatives and the corporate goals of government are achieved.

Providing strategic options, comprehensive policy advice, briefing papers, recommendations and perspectives to the Deputy Minister on functions, activities and issues.

Representing the department and the province on various committees, task forces and teams to provide input and perspectives on program initiatives as required.

Putting into operation the department's vision and mission in relation to the goals of the division, linking the work of the division to work across the department and ensuring consistency with government goals.

Managing the division's fiscal and human resources to ensure the effective use of resources in meeting business plan objectives.

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Developing and maintaining effective, open, and consultative relationships with clients and stakeholders.

Participating as an executive team member providing executive leadership within the organization and furthering the strategic corporate agenda for government.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Extensive experience and technical knowledge in senior financial management roles with proven success as a leader formulating policies and directing diverse programs to achieve results.

Business and strategic planning experience with a strong background in financial analysis and the ability to manage significant resources.

In-depth knowledge and understanding of business planning and accountability processes, and performance management systems.

A strong working knowledge of Alberta tax legislation and complex financial and administrative systems.

Demonstrated effective verbal, listening, written and interpersonal communication skills working with a wide variety of stakeholders and diverse groups.

Excellent financial analytical skills and sound judgment.

Demonstrated ability to communicate effectively and collaborate strategically with a wide variety of stakeholders and balance the needs and interests of these diverse groups.

Proven ability as a team leader with a commitment to create, support and sustain an environment that enables staff to achieve results, and to develop and build organizational capacity for the future.

Strong project management and organizational abilities, including the ability to manage a number of complex issues while still delivering results.

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Proactive problem solving and decision making abilities.

Proven record of encouraging new approaches and questioning existing ones to ensure the most efficient and effective outcomes are achieved.

A degree in business, finance or related discipline, with a recognized accounting designation is desirable.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Reporting to the Deputy Minister, the Assistant Deputy Minister, Tax and Revenue Administration provides leadership and guidance to four branches: Revenue Operations, Audit, Tax Services, and Business Technology Management.

### Strategic Thinking

Taking a broad scale, long-term view, assessing options and implications

- Develops strategies to respond to broad-scale, long term view of challenges and opportunities.
- Creates a strategy for own area that supports the government's and department's vision.
- Considers the big picture when considering possible opportunities or thinking about long-term applications of current activities.
- Uses knowledge of the projected direction of the government in order to anticipate the impact of changes on the department.

### Relationship Building

Developing and maintaining win/win relationships and partnerships

- Develops formal and informal relationships with a wide circle of people, beyond those involved in current activities, including potential clients, stakeholders, and information links.
- Promotes fairness by ensuring the department's business is conducted with impartiality.
- Develops relationships with the intent of achieving effective delivery of relevant services.
- Nurtures existing and potential relationships to help achieve the department's strategic plans.
- Manages difficult and complex interpersonal relationships effectively

### Resource Management

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Effectively managing internal and external resources to achieve organizational goals

- Uses partnerships and other indirect resourcing approaches.
- Identifies appropriate fiscal and human resources based on organizational strengths and weaknesses, and positions them to meet specific issues.
- Ensures appropriate accountability and performance standards are met.
- Delegates authority and responsibilities appropriately.
- Identifies resources (which might include partnerships or indirect resourcing approaches) which will facilitate the achievement of organizational goals.
- Questions conventional means of service delivery, which results in greater ability to more effectively, efficiently meet organizational goals.
- Effectively oversees a range of significant programs and time-sensitive issues using appropriate resources.

### **Leadership**

Positively influencing people and events in a leadership role

- Communicates a compelling vision.
- Works with the team to develop strategies to meet future challenges.
- Communicates a vision for the group or team that generates excitement, enthusiasm and commitment to the group or team mission.
- Articulates a vision that raises commitment to action that is aligned with the government's strategic direction.
- Models ethical behaviour consistent with the values of the Alberta public service.
- Engages others in strategic thinking and challenges them to take action in spite of barriers.
- Alerts and commits groups to the need for specific change and its implementation.
- Provides leadership to an organization where team members have the technical expertise.

### **Results Orientation**

Knowing what results are important, focusing resources to achieve them in alignment with the goals of the organization

- Develops a view and establishes a course of action to accomplish a long-term goal related to the enhancement of organizational effectiveness.
- Uses knowledge of all the factors affecting improvement of results within the organization to improve performance.
- Initiates actions to optimize resources for the achievement of improved results.
- Sets goals and priorities in order to deliver results consistent with government direction, departmental objectives and public expectations.
- Uses information from program/policy evaluation measures to improve performance.
- Sets priorities and takes calculated risks in order to improve the delivery of services and operations.
- Recommends new policy/program directions focused on the enhancement of program outcomes.

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## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Implementing a strategy to attract, retain and develop staff with the requisite skills across the ministry in keeping with the government's Corporate Human Resource Development strategy.

Leading and facilitating the creation and implementation of partnerships with provincial and federal departments and stakeholder groups on varied initiatives impacting on Alberta's tax and revenue system.

Developing strategic solutions to complex financial and information management challenges.

Finding the right resourcing balance between providing client service, and reducing risk of non-compliance.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Members of the Legislative Assembly of Alberta	Contacts with the Minister and elected officials are typically in briefing sessions and SPC meetings.	Contact with elected officials is to provide information and advice on policy and administrative matters affecting constituents and Albertans in general.
Senior officials of government	Contacts with senior officials and executives are regular and frequent.	Contact with executives and senior officials concerns policy and administrative advice, development and achievement of government and department goals, and cross-Ministry initiatives.
Deputy Minister of Finance		
Finance executive team		
Finance staff		

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Senior officials and staff in other departments		
Elected Officials		
<b>External</b>		
Municipal, provincial and federal governments	Contact with external stakeholders is frequent as part of ongoing business relations.	To gain input in the development of legislation, assess the implications of Division strategies, evaluate business changes on TRA, and to keep abreast of expectations.
Stakeholder groups and associations		
Senior management of large corporations		
General public		

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The Assistant Deputy Minister is directly involved with the administration of legislation relating to the business of the division and other legislation related to leadership responsibilities and delegated authorities. The Assistant Deputy Minister is also accountable for managing resources within budget, and for meeting program deliverables within budget and on time.

The Assistant Deputy Minister, Tax and Revenue Administration is accountable for the effective management of a staff complement of approximately 225 full-time equivalents and has an operating budget of approximately \$26 million. The division collects almost \$4 billion per year in revenue and disburses almost \$1 billion in refunds, rebates and grants.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M620-07

### Identification Section

<b>Working Title:</b>	ADM, Financial Services
<b>Ministry:</b>	Service Alberta
<b>Division, Branch/Unit:</b>	Financial Services
<b>Reports To:</b>	Deputy Minister, Service Alberta
<b>Levels to D.M.:</b>	1
<b>Job Description:</b>	M620-07
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M620

### Job Summary

Reporting to the Deputy Minister, the position is accountable for financial services delivery and operations of shared financial services to all government ministries, for accounts payable and receivable, and pay and benefits.

This position is the SFO for ministry and leads and directs all financial activities including financial planning as well as budgeting and forecasting for the ministry.

Also provides strategic leadership and direction for a wide range of other corporate services for the ministry, including the business planning and performance measurement process, its information management services, FOIP, business resumption planning.

Position works closely with other members of the ministry's executive team establishing strategic direction for services provided and participates and leads cross-government financial services efficiency and re-structuring initiatives.

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## Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
GIII-3 608	F4 57% 350	F4-P 460	1418

Short Profile: A2

## Evaluation Rationale

- **Know-How:**
  - **G:** ADM requires in-depth knowledge of the full range of financial related activities and its impact on client service strategies required to effectively deliver government- wide common user financial systems. Also provides leadership in the area of corporate process re-engineering, strategic planning process, performance measurements, financial legislation.
  - **III-:** The ADM strategically manages and integrates programs and services with a dual focus that is both ministry-wide and government-wide in its impact. The push down recognizes program delivery is for one client (government).
  - **3:** In order to fulfill its service delivery mandate, the ADM maintains partnerships with other ministries as well as within its own ministry. Influence exercised is to the highest degree.
- **Problem Solving:**
  - The strategic component of this position impacts all ministries in GoA in the areas of pay and benefits, and accounts payable and receivable. The delivery of the government-wide shared financial services program is for services of an operational or transactional nature. Although the ADM works in an environment that requires thinking “outside the box” for the cross-ministry service delivery component, various established financial regulations, legislation, and policies provide broad parameters for the ADM to make these decisions.
- **Accountability:**
  - **F:** The ADM makes decisions for the ministry as well as for government-wide programs that impacts the delivery of financial services within the broad framework of overall ministry and GoA goals.
  - **4-:** The ADM impacts are both internal (ministry) and external (government-wide). However, the Ministry of Finance and Treasury Board provide strategic financial direction, hence the 4- rating.
  - **P:** The ADM is solely accountable for the delivery of its financial programs. Position impacts stakeholders that receive pay, reimbursement of expenses, and outside vendors for payment of invoices.

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### Last Reviewed:

Last Review / Update: 2015-02-05

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# MJEP

## Benchmark Evaluation - M620-08

### Identification Section

<b>Working Title:</b>	Assistant Deputy Minister, Apprenticeship and Industry Training
<b>Ministry:</b>	Advanced Education
<b>Division, Branch/Unit:</b>	Apprenticeship and Industry Training
<b>Reports To:</b>	Deputy Minister
<b>Levels to D.M.:</b>	1
<b>Job Description:</b>	M620-08
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M620

### [Organization Chart](#)

(requires login)

### Job Summary

Reporting to the Deputy Minister, the position has the responsibility for the administration of Apprenticeship and Industry Training programs in the Province. This includes establishing provincial industry standards; providing support to industry for the development and maintenance of designated trade and occupation programs; monitoring the delivery of technical training that meets stakeholder needs through the province's training providers; and ensuring a delivery system that can continue to meet the needs of industry and the training system into the future. The position works closely with the Alberta Apprenticeship and Industry Training Board, and provides advice to government on all legislative matters related to apprenticeship and industry training.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
G-III3 608	F4 57% 350	F3+P 460	1418

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Short Profile:

A2

## Evaluation Rationale

- **Know-How:**

- **G-:** Requires in-depth knowledge of various trades and occupations in Alberta and across the country; Alberta's business community, industries and economy; and an understanding of the global marketplace. Alberta's apprenticeship and industry training system is an industry-driven system. The push down on the G reflects that there is some support on content know-how from industry participants. A strong knowledge of management and leadership principles, strategic planning processes within the public sector, and consultation and negotiation skills are required to lead the division.
- **III:** The ADM manages industry training programs for the province carried out in six branches, including 12 field offices. With over 57 trades in Alberta, and more emerging, the training and apprenticeship needs, interests, and requirements for each are diverse. Each trade is unique and complex requiring individualized attention to ensure it meets the needs of Alberta's labour market.
- **3:** There is an extensive requirement to integrate diverse stakeholder input. The position requires extensive consultation and liaison with various stakeholders, including the Alberta Apprenticeship and Industry Training Board, industry leaders, post-secondary institutions, senior government officials and the Canadian Council of Directors of Apprenticeship.

- **Problem Solving:**

- The ADM is the authority on apprenticeship and industry training for Alberta. Apprenticeship and Industry training is a complex area because of the wide range of trades and industries with which the position is involved. The diversity of industries and their conflicting interests adds to the challenges faced by this position. There is a requirement to think of and deliver new ways to address labour market problems, employer pressures and trends. (For example, the position identification and control of fraudulent trade certifications; interprovincial and national standards; and establishing private sector alliances.)

- **Accountability:**

- **F:** The ADM makes all decisions for the division pertaining to apprenticeship and industry training program administration. It receives guidance from various legislation, the Ministry's vision and mission as set by the Deputy Minister and Minister, and direction from industry, through the Alberta Apprenticeship and Industry Training Board.
- **3+:** The ADM impacts apprenticeship and industry training in the province. The push reflects that the position impacts a large number of stakeholders including employers, schools, trades people, but is not rated a "4" as the program is focused on a narrower area of trades—apprenticeship training.
- **P:** The ADM directly impacts how apprenticeship and industry training programs will be administered within the province.

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### Last Reviewed:

Last Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M620-08

### Identification Section

<b>Working Title:</b>	Assistant Deputy Minister, Apprenticeship and Industry Training
<b>Ministry:</b>	Advanced Education
<b>Division, Branch/Unit:</b>	Apprenticeship and Industry Training
<b>Reports To:</b>	Deputy Minister
<b>Levels to D.M.:</b>	1

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Alberta's apprenticeship and industry training system is an industry-driven system that ensures a highly skilled, internationally competitive workforce in 57 designated trades and occupations. This workforce supports the economic progress of Alberta and its competitive role in the global market. Industry (employers and employees) establishes training and certification standards and provides direction to the system through an industry committee network and the Alberta Apprenticeship and Industry Training Board (the Board). The Alberta Government provides the legislative framework and administrative support for the apprenticeship and industry training system.

The Apprenticeship and Industry Training division provides support to industry to facilitate the development and maintenance of designated trade and occupation programs, to provide a training system that meets the needs of employers, apprentices and trainees, and a delivery system that can continue to meet the needs of industry and the training system. The division constantly strives for an apprenticeship and industry training system that:

- develops a trained, skilled and mobile work force;
- is current with today's technology and workplace needs;
- provides skilled workers who can contribute to the economic development of the province;
- is cost effective; and
- assists Albertans in being globally competitive.

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The key features of the apprenticeship and industry training system are provincial industry standards; input from employers and employees in the designated trades and occupations; and consistent, monitored delivery of technical training through the province's training providers.

Reporting to the Deputy Minister, Alberta advanced Education and Technology, the Assistant Deputy Minister has been appointed Executive Director under the Apprenticeship and Industry Training Act, The Assistant Deputy Minister has overall responsibility for all aspects of the administration and operation of Apprenticeship and Industry Training, provides advice to the government on all matters related to developing a skilled and mobile workforce, and is the Executive Secretary to the Alberta Apprenticeship and Industry Training Board. Other responsibilities include providing leadership and representing Alberta on the Canadian Council of Directors of Apprenticeship, which addresses issues and develops strategies relating to labour mobility and interprovincial apprenticeship standards and programs.

As a member of the department's Executive Team, the Assistant Deputy Minister influences and impacts on learning in Alberta as a whole, through the visioning, strategic discussions and business planning. The Assistant Deputy Minister provides the overall vision, the leadership and the strategizing required to determine the future direction of apprenticeship and industry training, the delivery and support systems required to ensure a skilled and relevant work force, and the integration and coherence of this training with other post secondary systems in the province and across the country.

Apprenticeship and Industry Training has 6 branches including 2 field offices and the Assistant Deputy Minister's Office. The branches are: Board Support and Business Integration; Client Services; Industry Programs and Standards; Institution and Division Services; Apprenticeship Policy and Legislation; and Apprenticeship Initiatives. The Assistant Deputy Minister provides leadership and direction to this diverse group of professional staff who collaborate with industry, employer and employee associations, technical training providers, government, and all divisions of Alberta Advanced Education and Technology to ensure that a highly accessible, affordable and results driven training system is accountable and responsive, and focuses on developing and maintaining a flexible, highly skilled work force.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

The Assistant Deputy Minister, Apprenticeship and Industry Training Is responsible for the following key outcome/results:

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an apprenticeship and industry training system that is current with today's technology and workplace needs, is industry driven and provides skilled, relevant and competitive workers;

a structured and legislated system of provincial and local industry committees that ensures current, industry driven information being made available to the Alberta Apprenticeship and Industry Training Board resulting in the development and ongoing maintenance of industry standards;

ongoing consultation with industry in the development of trade and occupational standards and the maintenance of those standards to ensure the validity of training programs and course curriculum;

a flexible apprenticeship and industry training program that responds to industry's needs for new designated occupations and trades and is prepared to phase out irrelevant and dated occupations and trades;

the provision of quality programs and training for Alberta's apprentices through a variety of technical institutes, colleges, private providers and through a variety of training methodologies;

an ongoing commitment to continuous program improvement and the relevancy of training programs through surveys, evaluations and research;

a minister and deputy minister who are well briefed and advised on all aspects of the administration of the Apprenticeship and Industry Training Act;

Alberta takes a lead and is well represented at the Canadian Council of Directors of Apprenticeship, and influences the development of interprovincial policy related to trades and occupations;

ongoing liaison with officials from other government departments and other governments where matters of common concern impact division policy and on ongoing and developing programs;

sound interprovincial policy resulting from Alberta's involvement in the Canadian Council of Directors of Apprenticeship;

the trades are seen by young people as a viable post secondary educational endeavour and a future career;

Alberta's Apprenticeship and Industry Training programs are marketed successfully and utilized in other countries.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

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- Knowledge of the Apprenticeship and Industry Training Act and regulations;
- In-depth business knowledge and experience;
- Knowledge of Alberta's business community, industries and its economy;
- Knowledge and understanding of the various trades and occupations in Alberta and across the country;
- Knowledge of interprovincial relationships;
- Understanding of labour and their motivation;
- Knowledge of government policies, programs and services;
- Knowledge of economic and industry development practices and strategies;
- Understanding of where the economy is going and what is required to keep Alberta competitive;
- Understanding of the global marketplace;
- Knowledge of human dynamics and relationships;
- Knowledge of management and leadership principles, practices and approaches.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

- Leadership and visioning skills;
- Strategic planning skills;
- Human relations management skills;
- Mediation and consultation skills;
- Persuasion, influencing skills;
- Networking and articulation skills;
- Strong administrative skills;
- Policy and program development skills;
- Problem solving ability;
- Coordination and organizational skills;
- Ability to manage sensitive relationships and diverse interests of the department, industry and its clients.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

**Difficult or Challenging Situations:**

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This position deals with sensitive and often controversial issues and situations that can have significant political and economic impact for the government. The diversity of industries and their conflicting interests adds to the challenges faced by this position. The Assistant Deputy Minister is responsible for identifying industry needs; developing initiatives and taking actions to address those needs; as well as establishing new private sector alliances and partnerships to provide services to industry development sectors. Extensive contacts at senior levels are required to build and maintain partnerships with stakeholders. Policies must be created and implemented which are acceptable to both government and to management and labour within industry. Another challenge is in the area of interprovincial and national standards - industry needs must be met and at the same time each province's jurisdiction in training must be respected. Another challenge in the job is to provide discreet leadership to the Board without usurping their mandate and responsibility.

### Complex Problems:

Under the legislation, industry is given a number of responsibilities including the establishment of training and certification standards and requirements, curriculum, exams and making policy recommendations. In some cases the Minister must agree, or in the case of regulations, approve the regulation. The complexity lies in harmonizing industry's recommendations and desires with government policy and direction or where these are clearly in opposition, working with the Board and industry to maintain their commitment, support and cooperation. Innovative partnerships to leverage additional resources and the creative delivery of programs and services are necessary. Economic trends and cycles, economic and industrial development principles, practices and strategies and the challenges faced by industry all add complexity to this position.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal to our Ministry</b>		
Minister	Weekly	To provide information, briefings and recommendations related to designated trades and occupations and related activities.

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Deputy Minister	Daily	To provide information, briefings and input into general policy direction and department business planning.
Executive Staff in Department	Daily	To ensure division direction and policy are consistent with and supportive of other department directions and programs.
Divisional Staff	Daily	To promoted divisional change to reflect current social and economic realities, departmental priorities and government direction; and motivate and lead staff to obtain divisional and departmental business plan goals.
<b>External to our Ministry</b>		
Alberta Apprenticeship and Industry Training Board Chair and Members	Weekly	To liaise and exchange information, to develop and make recommendations regarding policy matters.
Industry leaders, CEO's, Chairmen, Executive Directors, Presidents of various organizations and companies	Daily	To hear their issues and to collaborate on appropriate actions; work with industry to develop strategies to address their needs.  Provide information and advice related to training. Motivate industry to invest and participate in training and certification, and towards an attitude that is less concerned about jurisdiction and more about training.
Post secondary institutions	Daily	To develop and maintain a strong working relationship, to hear their ideas related to industry training and to set direction. To provide industry's and the division's perspective on issues.
Senior management in other departments	Weekly	To be aware of issues that relate to training, certification, safety, economic development and social policy.

Canadian Council of Directors of Apprenticeship	Weekly	To meet, discuss and make policy decisions related to matters such as interprovincial recognition of trades training and common standards.
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## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The Assistant Deputy Minister has the freedom to set the direction, strategies, goals and objectives of the division in the context of the department's business plan and overall mandate, and in partnership with industry. There is significant freedom in developing and implementing the government's response to the expressed needs of individual companies and industry sectors. A significant degree of latitude exists in making decisions regarding the allocation of financial and human resources to address these needs.

The position is expected to strategize and to look ahead three to five years to determine where the economy is going, what industry's needs will be and how to position Alberta industry and workers to be competitive.

The Assistant Deputy Minister is responsible for the responsibilities assigned to the Executive Director under the Apprenticeship and Industry Training Act including the administration of the Apprenticeship and Industry Training Act and regulations.

### **Specific Guidance:**

The Apprenticeship and Industry Training Act and regulations give specific legislative authority and responsibility to the position of Executive Director. The Deputy Minister provides overall department direction and specific direction related to the provincial position (i.e. Alberta's position on federal initiatives and formal agreements). The department's business plan also provides direction.

The Assistant Deputy Minister is responsible to the Deputy Minister and the Minister, and as well to the Board. The primary responsibility is to the Minister but have to balance this with the responsibility to assist the Board in carrying out its mandate.

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Apprenticeship and Industry Training priorities are established by this position and resources are allocated accordingly. Actions taken impact on the credibility of the apprenticeship and industry training system and the department; the public perception of the Government of Alberta as a whole and industry; and confidence in the Alberta economy.

The province's 58,000 plus apprentices, their employers, and businesses/individuals requiring the services of trades people are affected by the outputs of the apprenticeship and industry training system, To be able to draw on a workforce with the relevant skills is critical to the province's business community and to the province's competitiveness nationally and internationally.

Interpretation of legislation and policy positions can affect the environment in which business operates, how a business must organize its work and who it may hire (certified journey people or apprentices or requires an authorization for compulsory trade areas). The apprenticeship and industry training system impacts the economics of Alberta businesses and the livelihood and career development of Albertans.

Last Review / Update: 2016-03-11

# MJEP

## Benchmark Evaluation - M620-01

### Identification Section

<b>Working Title:</b>	Assistant Commissioner
<b>Ministry:</b>	Public Service Commission
<b>Division, Branch/Unit:</b>	Human Resource Policy and Consulting
<b>Reports To:</b>	Public Service Commissioner
<b>Levels to D.M.:</b>	1
<b>Job Description:</b>	M620-01
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M620

### Job Summary

Reporting to the Alberta Public Service Commissioner, the Assistant Commissioner, Human Resource Policy and Consulting has responsibility for managing a variety of human resource program areas for the Alberta Public Service including: policy development and consulting for Labour Relations, Compensation, Classification, Benefits and Work Place Health. The position provides senior level policy advice and recommendations to the Public Service Commissioner, Executive Council and the Minister, in establishing policy for all program areas. The Assistant Commissioner develops, organizes and manages a large staff complement and financial resources for researching and developing innovative frameworks for HR policies. The outputs of the job impact all Government employees in all employee groups in terms of their overall compensation and terms of employment.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
GIII-3 608	F4 57% 350	F4-P 460	1418

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Classification: Public



Short Profile:

A2

## Evaluation Rationale

- **Know-How:**

- **G:** Job requires expert knowledge of all human resource programs, specific to: Labour Relations, Workplace Health, Compensation/Benefits, Classification, in order to provide corporate human resource strategies and policies in response to emerging human resource issues for the approximate 25,000 employees in the Alberta Public Service.
- **III-:** The pull down reflects the position's primary focus in developing the HR policy framework for program delivery by the ministries. Position provides operational and functional integration and leadership of a large group of employees engaged in developing HR policies and frameworks that significantly affect all employees within the Alberta Public Service.
- **3:** Position requires extensive consultation with government officials, ministries and AUPE. It has full managerial responsibility for motivating, evaluating and developing staff.

- **Problem Solving:**

- Reporting to the Public Service Commissioner, (Deputy Minister), the position requires complicated analysis involving unknowns and technical strategic integration of numerous diverse elements, including responsibility for trust funds. There are many high profile sensitive issues that must be handled around compensation, classification and bargaining, which have a direct impact on government employees. Path-finding alternative solutions must be addressed in facing new HR challenges for presenting the Alberta Government as an employer of choice e.g. attraction and retention, job engagement, staff development, performance management and succession planning.

- **Accountability:**

- **F:** Position has considerable organizational freedom to act receiving general direction from the Public Service Commissioner.
- **4-:** Accountable for HR programs and services having a significant impact on all employees in the public service. The pull reflects the scope of the impacted program areas is restricted to the HR programs and services in the areas of: Labour Relations, Compensation, Benefits, and Workplace Health and Safety, and master agreement with the unions.
- **P:** Position is solely accountable for providing corporate human resource strategies and policies specifically related to the 4 HR areas, and achieving results in these areas impacting on all employees in the Alberta Public Service.

**Last Reviewed:**

Last Review / Update: 2015-02-05

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# MJEP Benchmark

## Job Description - M620-01

### Identification Section

<b>Working Title:</b>	Assistant Commissioner
<b>Ministry:</b>	Public Service Commission
<b>Division, Branch/Unit:</b>	Human Resource Policy and Consulting
<b>Reports To:</b>	Public Service Commissioner
<b>Levels to D.M.:</b>	1

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Public Service Commissioner, this position is responsible for managing a variety of human resource program areas for the Alberta Public Service.

- The Assistant Commissioner, Human Resource Policy and Consulting, has responsibility for policy development and provision of consulting services in the areas of: Labour Relations, Compensation, Classification, Benefits and Workplace Health, for the approximate 25,000 employees in the Alberta Public Service.
- Position provides senior level policy advice and recommendations to the Public Service Commissioner, Executive Council and the Minister, in establishing policy for all program areas.
- Develops, organizes and manages staff (approx 50) and financial resources responsible for researching and developing innovative frameworks for HR policies through consultation with all stakeholders (senior government officials, ministries and AUPE).
- Implementing/administering and monitoring the application of the programs.

### Specific Accountabilities

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**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Senior policy advice, leading edge and responsive to frequent change, is provided to the PSC and senior government officials on strategic human resource matters, by researching best practices and consulting with clients/stakeholders to meet the vision for the Alberta public service.

Relevant regulations, directives and programs are developed, implemented and applied consistently in all ministries for Compensation, Labour Relations, Benefits, Classification and Workplace Health. Best practices are researched, followed up with consultation with all user ministries and AUPE, where applicable, and extensive communication and information sessions are developed for the clients.

Provides strategic advice regarding mandate and union negotiations, facilitating effective employer/union relationships. Information is gathered through environmental scanning, monitoring economic trends and salary surveys followed with extensive consultation with the ministries to develop a mandate.

Responsible for the management and administration of all the benefit plan trust funds and benefit plan investment funds including decisions on investments, premiums and benefits provided.

Resources (budget, personnel) are developed and managed to achieve maximum organizational effectiveness.

As a member of the ministry's Executive Committee, participates in strategic decision-making on all internal and external policy and program issues.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Expert knowledge of all human resource programs, specific to compensation, benefits, labour relations, negotiations and workplace health to ensure appropriate policies, procedures and practices are in place for a very large diverse workforce located throughout the province in a wide range of work sites.

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Strong management skills at a senior level to manage the human and financial resources required and maintain a positive working relationship with the union.

Position is required to use skills to influence and negotiate with clients and stakeholders on significant issues affecting the public service.

Strong negotiation skills are required to influence the AUPE to buy in/accept the employer's point of view and approach on certain issues.

Ability to facilitate partnerships with senior executives of other ministries to achieve Corporate HR Strategic goals.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The Assistant Commissioner provides leadership through planning sessions and providing regular direction and guidance to identify the division's priorities and practices, by taking into consideration the priorities of the Government, ministries, AUPE and leading edge initiatives. The AC also provides leadership to the Human Resource Director's Council in all related HR program areas.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Developing mandate proposal that balances needs of client ministries with government policy and direction and union needs.

Decision making during negotiation process providing recommendations to PSC and options for Cabinet.

Position deals largely with complex issues raised by ministries through staff, through Executive Council or by external parties including Auditor General or HR&E Finance, for which there are no precedents. Assistance is available from Legal Counsel and discussions with PSC. e.g. Management of the benefit trust funds and coordinating the review of the employee

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submission on the Conflict of Interest Act; resolving contentious PREP issues with department ADMs; and developing briefing summaries for ARs.

A further example includes influencing and negotiating with AUPE in establishing a new quality assurance process for the classification plan - started with opposite positions and able to reach an acceptable solution for all parties.

Design of new benefits programs to support the 'employer of choice' goal.

Managing auditor general exit conferences and resolving complex issues that arise.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Public Service Commissions, Assistant Commissioners and Functional Managers	Daily.	Develop frameworks and implementation for new or modified policies. Establish work plans and expectations. Provide coaching, advice and direction.
Human Resource Directors	Weekly.	Exchange information and provide advice and interpretations.
<b>External</b>		
Senior Officials, Executive Council, Alberta Union of Provincial Employees	Monthly.	Negotiate, influence, and reach consensus or direct outcomes with multi-stakeholders who have diverse interests.
Peer level - other ministries	Monthly.	Exchange information, influence, obtain cooperation of a multi-stakeholder group; issue resolution.
Various senior officials / committees	Monthly.	Seek approvals, facilitate consensus. Member of numerous committees,

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		including Management Employees Pension Plan Board, trustee with Dental Plan Trust, Chair of MJEP and PREP Quality Assurance Committees.
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## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

With approximately 50 staff in the division, the Assistant Commissioner Human Resource Policy and Consulting, has responsibility for providing corporate human resource strategies and policies in response to emerging human resource issues in the areas of: Labour Relations, Compensation, Classification, Benefits and Workplace Health, for the approximate 25,000 employees in the Alberta Public Service. These policies also translate into presenting the Alberta Government as an employer of choice and impact on recruitment and retention.

Policy development has provincial impact affecting employees in the bargaining unit, opted out and excluded and management. Maintaining positive employee/employer relationships reduces the potential for the number of grievances, arbitrations or court cases and leads to building a strong public service.

Last Review / Update: 2015-02-06

# MJEP

## Benchmark Evaluation - M610-18

### Identification Section

<b>Working Title:</b>	Regional Director, Northern Region
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Regional Services
<b>Reports To:</b>	ADM, Regional Services
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M610-18
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M610

### Job Summary

Reporting to the Assistant Deputy Minister, Regional Services, the position is one of three that leads the northern regional delivery of environmental programs concerned with protecting and enhancing the quality of the province's air, land, and water. Covering two-thirds of the province, the Northern Region's environmental programs include administering key environmental Acts, delivering regulatory approvals program; water management program, education, prevention and enforcement programs; monitoring program, environmental impact assessments and integrated environmental and planning initiatives and strategies. Maintaining partnerships with public and private sector organizations, plus developing and maintaining effective, open, and consultative relationships with clients and stakeholders is a key aspect of this role.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FIII3 528	F4 50% 264	F3P 400	1192

Short Profile: A3

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Classification: Public



## Evaluation Rationale

- **Know-How:**

- **F:** Requires deep knowledge of environmental and sustainable development issues, ranging from scientific programs surrounding air, soil, and water to policies and strategies in how to develop partnerships with various stakeholders. Knowledge of environmental impact assessments, approvals, licensing of water, water and air quality programs, soil reclamation, river engineering, and enforcement of legislation are required. Position is designated under the Environmental Protection and Enhancement Act (EPEA) to hear appeals surrounding approval decisions. It is also responsible for decisions made under the Water Act and the Climate Change and Emissions Management Act.
- **III:** Position manages multiple environmental programs in the largest of three areas of the province, and must work to integrate numerous public and private stakeholders on diverse issues. Each stakeholder's need varies from preservation to industrialization of an environmental resource, and the position must take a strategic approach to each situation or partnership.
- **3:** Working with stakeholders and clients within industry, environmental groups, First Nations, and other government agencies and organizations is critical as this position must develop and balance each stakeholder's interests and needs, which varies from preservation to industrialization.

- **Problem Solving:**

- One of the key purposes of the position is to develop unique solutions to problems that are broad in scope and have long-term implications. Each project and program undertaken by the Northern Region requires consideration of cumulative and long-ranging environmental effects. This position must consider the implications of each environmental activity, and how it integrates with other programs and activities in the region, and then balance the competing interests of each stakeholder with the overall goal of sustaining environmental resources and protecting the province's air, land and water.

- **Accountability:**

- **F:** Position is guided by broad business goals and objectives. Performance is reviewed annually by the ADM, Regional Services.
- **3:** The delivery of environmental programs in the Northern Region affects a large variety of stakeholders, ranging from industry awaiting approvals to conduct oil sands activity to First Nations interest in natural resources, to members of the community who require water licenses, to other government departments partnered with the ministry to deliver programs.
- **P:** The Director is fully responsible for effectively delivering all of the ministry's programs within the Northern Region, and must ensure that business plan goals of the Regional Services Division are achieved. The position is directly involved in administering legislation relating to the business of the department.

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**Last Reviewed:**

Last Review / Update: 2016-03-11

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# MJEP Benchmark Job Description - M610-18

## Identification Section

<b>Working Title:</b>	Regional Director, Northern Region
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Regional Services
<b>Reports To:</b>	ADM, Regional Services
<b>Levels to D.M.:</b>	2

## Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Regional Director is responsible for delivering client service oriented programs within the Region. A key factor of the position is to develop and maintain partnerships with appropriate public and private sector organizations plus develop and maintain effective, open and consultative relationships with clients and stakeholders. Regional Directors require the ability to balance competing interests in working with stakeholders to further sustainable resource and environmental management and to protect the province's air, land and water.

The Regional Director leads and manages regional program delivery for Alberta Environment's regulatory approvals program; water management program; education, prevention and enforcement programs; monitoring program, environmental impact assessments and integrated environmental and planning initiatives and strategies within the Region. The Regional Director is responsible for the effective administration of the Environmental Protection and Enhancement Act, the Water Act and the Climate Change and Emissions Management Act.

## Specific Accountabilities

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**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Leading and managing a Region to be effective and responsive in delivering programs that address client needs and align with government policy.

Leading, coaching and mentoring a management team to achieve business plan goals and link services and program activities within the department to develop processes and to optimize capacity.

Provide strategic options, comprehensive policy advice, briefing papers, recommendations and perspectives to the Assistant Deputy Minister on functions, activities and issues.

Operationalizing the department's vision and mission in relation to the goals of the Region, linking the work of other Regions and the ADM's Office to ensure consistency with government's goals.

Managing the Region's fiscal and human resources to ensure the effective use of resources in meeting business plan objectives.

Developing and maintaining partnerships with appropriate public and private sector organizations in the delivery of the Region's programs and services.

Developing and maintaining effective, open and consultative relationships with clients and stakeholders, including the First Nations and Federal government.

Representing the Region, Department and occasionally the Province on various committees, task forces and teams to provide input and perspectives on program initiatives as required.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

A solid understanding of environmental issues and sustainable development.

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A strong understanding of the environmental regulatory regime and related legislation.

A strong understanding of environmental media and the ability to resolve environmental conflicts.

A strong understanding of environmental impacts and sustainable development to foster a high quality of life for Albertans.

Indepth knowledge and understanding of business planning and accountability processes, and performance management systems.

Experience in effectively managing significant fiscal and human resources.

Strong project management and organizational abilities, including the ability to manager a number of complex issues while still delivering results.

Encourages new approaches and questions existing ones to ensure the most efficient and effective outcomes are achieved.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Extensive related senior management experience with proven success in leadership, policy development and ability to direct diverse programs to achieve results.

Exceptional verbal, written, listening and interpersonal communication skills.

Demonstrated ability to take a strategic approach on opportunities for innovation and fine creative solution to issues.

Proven ability as a team leader with a commitment to create, support and sustain an environment that enables staff to achieve results and to develop and build organizational capacity for the future.

Proactive problem solving and decision making abilities.

Demonstrated ability to recognize and reward staff achievements.

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## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

A key purpose of the position is to come up with unique solutions to complex issues, problem solving is looking at a broad scale, long term view, assessing options and implications. The position must identify and act on opportunities for innovation and find creative solutions.

The Regional Director encourages new approaches and questions existing ones to ensure the most efficient and effective outcomes are achieved.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Internal contacts include the Minister, Deputy Minister, Assistant Deputy Minister, staff within the Ministry, senior officials and staff in other Ministries.	Demonstrated ability to communicate effectively and collaborate strategically with a wide variety of stakeholders and balance the needs and interests of these diverse groups.	Work performed affects primarily the entire Department or when externally focused affects a large and significant clientele.
<b>External</b>		
External contacts include various municipal, provincial and federal governments, stakeholder groups and associations, aboriginal groups, NGO's, industries and the public.	Demonstrated ability to motivate, influence and negotiate with people to resolve sensitive issues and balance client and organizational needs.	

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## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

Recent substantial growth in Alberta's economy has led to a number of large industrial projects announced or under review for approval. These projects necessitate consideration of cumulative environmental effects, preparing for and attending hearings and dealing with numerous stakeholder concerns. The Regional Director requires the ability to balance competing interests, work with and educate stakeholders to enhance sustainable resource development and protect the provinces air, land and water.

The Regional Director is fully responsible for all of the Department's program delivery in the Region.

Last Review / Update: 2016-03-11

# MJEP

## Benchmark Evaluation - M610-17

### Identification Section

<b>Working Title:</b>	Executive Director, Adult Centre Corrections
<b>Ministry:</b>	Justice and Solicitor General
<b>Division, Branch/Unit:</b>	Corrections
<b>Reports To:</b>	ADM, Correctional Services
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M610-17
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M610

### Job Summary

Reporting to the ADM, Correctional Services, the position develops, implements and coordinates Adult Corrections provincially, policy and programs providing leadership and direction to Centre Directors. Provides overall budget monitoring, ensures public safety, and provides programs for offenders.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FIII3 528	F4 50% 264	F3P 400	1192

Short Profile: A3

### Evaluation Rationale

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- **Know-How:**

- **F:** The position requires expertise in Adult Corrections and a working knowledge of the criminal justice system and its legislation.
- **III:** It must integrate the needs of different programs in several facilities and in the community (health care, rehabilitation, industry, security, food services, aboriginal) with departmental and Government business goals. Develop and implement offender work programs with other ministries and municipalities.
- **3:** Position is in regular contact with other ministries, law enforcement agencies, Office of the Ombudsman, contract agencies and aboriginal organization to co-ordinate various programs and resolve issues.

- **Problem Solving:**

- The position is guided by broad objectives to ensure custody, housing and care of mixed sentenced offenders and determine the best way to manage the programs with increased number of offenders in confined spaces.

- **Accountability:**

- **F:** The position has total freedom to act within Adult Corrections and manages large resources on a daily basis.
- **3:** The position's decisions have an impact on the majority of offenders in the system. Assures public safety by developing and maintaining adequate security systems, training standards and staffing levels.
- **P:** The Executive Director is responsible for all aspects of the adult correctional programs and facilities in the province.

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**Last Reviewed:**

Last Review / Update: 2016-03-11

# MJEP Benchmark

## Job Description - M610-17

### Identification Section

<b>Working Title:</b>	Executive Director, Adult Centre Corrections
<b>Ministry:</b>	Justice and Solicitor General
<b>Division, Branch/Unit:</b>	Corrections
<b>Reports To:</b>	ADM, Correctional Services
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the ADM, Correctional Services, the position contributes to policy development and implementation, provides direction to the directors and senior staff of eleven adult correctional facilities and oversees contract administration for outsourced satellite correctional facilities, including aboriginal. This position oversees the operation of eight adult correctional facilities and remand centres in addition to public and outsourced satellite correctional facilities including two aboriginal facilities. The position participates in policy development and implementation, and provides leadership and direction to senior staff involved in resource management, program delivery and public safety. The position is responsible for managing employee relations matters within a union environment and acting as a consultant to government in the collective bargaining process. In addition, the position oversees the contract administration for outsourced correctional programs such as food services, laundry and health care. As an executive team member, the position contributes to the achievement of the division and ministry business plan goals, and develops and maintains ongoing working relationships with diverse contacts to effectively manage operations and program functions.

The purpose of this job is to conceive, develop, implement and coordinate Adult Corrections policy and programs provincially in a cost effective manner by providing leadership and direction to Centre Directors.

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## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

The Executive Director, Adult Centre Corrections is involved with the administration of legislation relating to the business of the ministry and other legislation related to leadership responsibilities and delegated authorities such as the Corrections Act and Criminal Code of Canada.

- Oversees the operation of adult correctional facilities and remand centres across the province including public and outsourced satellite correctional facilities.
- Leads, coaches and mentors a management team to achieve operational and business plan goals and link program activities within the department and across other government departments.
- Manages employee relations matters within a union environment and consults to the management team in the collective bargaining process.
- Provides policy advice, recommendations and perspectives to the Assistant Deputy Minister on functions, activities and issues.
- Oversees the contract administration for outsourced correctional programs such as food services, laundry, and health care.
- Monitors and control budgets, and provides direction to offset forecasted deficits and realize future savings.
- Assures public safety by developing and maintaining adequate security systems, training standards, and staffing levels.
- Provides opportunities for offenders to address identified behavioural problems and attitudes that have led to incarceration in order to help ensure successful reintegration into society.
- Develops and implements meaningful offender work programs with other government departments and municipalities in order to reduce expenditures for the department and/or other levels of government.
- Ensure divisional and ministry business plan goals and objectives are met.

The Executive Director, Adult Centre Corrections reports to the Assistant Deputy Minister, Correctional Services, and oversees the operations of adult correctional facilities throughout the province involving approximately 3,000 offenders.

The Executive Director is responsible for a staff complement of approximately 1,200 Full Time Equivalencies and oversees the contract administration for outsourced correctional programs and services. The budget for Adult Centre Corrections is approximately \$72 million. This position is accountable for managing resources within budget and for meeting program deliverables within budget and on time.

- Oversee the operation of eleven adult correctional facilities across the province plus satellite camps. This involves approximately 3,000 offenders and some 1,261 managers and staff.
- Monitor and control budgets for the eleven correctional centres totalling approximately \$72.4 million and providing appropriate direction to offset forecasted deficits and realize future savings when necessary.
- Assure public safety by developing and maintaining adequate security systems, training standards and staffing levels in Adult Centres thereby reducing the possibility of escapes.

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- Provide offenders with opportunities to address identified behavioural problems and attitudes that have led to incarceration in order to help ensure successful reintegration into society.
- Develop and implement meaningful offender work programs with other government departments and municipalities in order to reduce expenditures for the Department and/or other levels of government.
- Maintain an effective working relationship with the bargaining unit at the executive level.
- Ensure that Divisional goals and objectives are met.

**Innovation and Creativity/Continuous Improvement:**

Develops new and better approaches that result in changes to existing services, procedures, and policies that have implications department wide. Develops new and better approaches which result in major changes to existing services, systems, and policies which have impact government wide.

- Introduction of the offender highway cleanup program developed with the Department of Transportation.
- Elimination of offender incentive pay program.
- Selective staffing reductions at various centres throughout the province.
- Preparation and implementation of three year business plan.
- Introduction of aboriginal initiatives which will address recommendations cited in the Cawsey Report.
- Creation of joint initiatives with other Departments i.e., construction of work camps with the Department of Environmental Protection.
- Provision of manpower assistance to the Department of Public Works, Supply and Services, other provincial departments, numerous municipalities and community groups.

**Teamwork:**

Normally this job leads a team and is responsible for and answerable for its results.

- Development and implementation of a strategic plan, three year business plan, and cost cutting measures; resolution of labour relations issues; providing policy direction and other new initiatives.
- A team effort is necessary to ensure that policy is applied uniformly and consistently at all Centres.
- Introduce a work climate which accepts and even welcomes change.
- Participate as a member of the Branch Senior Management Committee and implement the decisions and initiatives of this body.

## Knowledge/Experience

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**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Senior management experience in maximum, medium and minimum-security correctional facilities together with a working knowledge of the criminal justice system and relevant legislation.

Extensive problem solving experience to manage problems associated with incarceration and in dealing with issues within a labour relations environment.

Experience managing significant human and fiscal resources.

Leadership skills and ability to work with and through others.

Experience managing teams with diverse levels of education, culture and work experience.

Demonstrated good judgment along with superior decision-making skills under stressful conditions.

Effective communicator with strong organizational skills, a program delivery orientation, and a commitment to providing quality service.

Strong planning and analytical skills along with excellent time management.

**Competencies:**

- Organizational Awareness: Understanding business plan goals.
- Organizational Commitment: Aligning behaviour with department values, principles and goals.
- Strategic Thinking: Taking a broad scale, long-term view, assessing options and implications.
- Communication: Clearly conveying and receiving messages to meet the needs of all.
- Client Focus: Understanding and meeting or exceeding client needs.
- Relationship Building: Developing and maintaining win/win relationships and partnerships.
- Teamwork: Working cooperatively and productively with others to achieve results.
- Service Facilitation: Ensuring contracted services are delivered effectively to clients.
- Leadership: Positively influencing people and events.
- Innovation: Taking risks, adapting quickly to change and leading the change process.
- Results Orientation: Knowing what results are important, focusing resources to achieve them.
- Self-Management: Managing and continually improving own performance.
- Impact and Influence: Persuading, convincing or influencing.

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- Resource Management: Effectively managing internal and external resources to achieve organizational goals.

**Academic Background:**

- Post-secondary education in a related field is desirable.
- The ability to provide in depth expertise related to the services and/or procedures and policies in one specific area.
- The knowledge and application of theories and principles of discipline. This is usually gained through at least a university degree (or its equivalent) plus considerable years of experience.

The job requires either (or a combination of):

- Expertise in one or more professional area gained through at least a university degree (or its equivalent) plus significant work experience (8 to 12 years).
- Significant experience in managing others in order to achieve key operating results.
- Post graduate study plus years of related work experience.
- The criminal justice system.
- Relevant legislation, such as the Corrections Act and the Criminal Code of Canada.
- Personnel management techniques in a large organization.
- Budgeting.
- Departmental goals, policies and procedures

**Skills Required:**

- Planning and analytical.
- Leadership - delegation.
- Time management.
- Decision making under occasionally stressful conditions.
- Effective oral and written communication.
- Good judgement.
- Ability to work with and through others.

**Essential Work Experience:**

- Management experience at the junior and senior level in maximum, medium and minimum security correctional facilities.
- Human resource management and supervision.
- Budgeting in a government setting.
- Managing teams with diverse levels of education, culture, and work experience.

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## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Develops and enhances partnerships to achieve the shared responsibility to ensure safe communities in Alberta.

Negotiate in circumstances where the focus is to obtain co-operation and commitment of others. Motivate individuals and organizations to accept change, or accept a certain position/direction which often has organization-wide impact (e.g. shaping corporate culture).

The position involves regular contact with managers in other government departments at the executive level, law enforcement agencies, the Office of the Ombudsman, contract agencies, and aboriginal organizations, in order to coordinate the day to day operations of adult correctional facilities. Regular communication with Centre Directors on a variety of issues is required. The purpose of the contacts is to ensure the continued effective operation of all Centres and that client needs are met.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Situations are generally unstructured and require creative approaches to problems and challenges. The job holder must frequently modify approaches and come up with creative new solutions (e.g. developing plans, designing new services or systems, forecasting industry trends, managing a diverse group of professionals, branch management). A key purpose of the job is to come up with unique solutions to complex issues. A significant amount of the time is spent devising new approaches, techniques, and methods (e.g. identifying strategies, new program development).

Reduced financial and manpower resources coupled with an increased number of offenders and an increased demand to address public safety concerns. Assistance is provided through discussions with the Assistant Deputy Minister, and subordinate staff.

Introduction of a number of cost saving initiatives to a potentially volatile offender population.

Crisis situations may arise from time to time and the critical decisions that must be made in short timeframes. Incidents of a politically sensitive nature must be dealt with on an ongoing basis.

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## Relationships/Contacts

(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Deputy Minister  Assistant Deputy Minister  Members of the Ministry's Executive Team  Staff Within Adult Correctional Facilities and the Ministry  Senior Staff in Other Ministries		
<b>External</b>		
Law Enforcement Agencies  Office of the Ombudsman  Contract Agencies  Aboriginal Community Organizations		

## Impact and Magnitude of Job (Scope)

(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)

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The job's main focus is to produce and be accountable for immediate operating results either by itself or through the management of others. The job exists to ensure that organizational performance targets are met. Problems and issues are resolved very quickly or are delegated to others.

Decide on goals for a unit or functional areas within the framework of general policies and principles.

Centre Directors are empowered to operate their institutions within the parameters provided in Divisional policy, however, many of the situations that arise in the daily operation of a centre are not covered in policy.

Direction and liaison often required to ensure consistency between Branches and Centres.

Work performed affects the entire department; other departments of the government; or client groups outside the government.

Last Review / Update: 2016-03-11

# MJEP

## Benchmark Evaluation - M610-16

### Identification Section

<b>Working Title:</b>	Executive Director, Forest Management
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Public Lands and Forests
<b>Reports To:</b>	ADM
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M610-16
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M610

### Job Summary

Reporting to the Assistant Deputy Minister, this position is responsible for providing leadership and direction in forest management to government staff and industry. The position is responsible for approving forest management plans, establishing sustainable harvest levels, managing the creation of forest management units, developing reforestation standards, managing forest health programs, ensuring accurate forest stewardship information systems, the development of GIS based spatial model systems, and management of operating ground rules.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FIII3 528	F4 50% 264	F2+P 350	1142

Short Profile: A2

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Classification: Public



## Evaluation Rationale

- **Know-How:**

- **F:** The position requires extensive knowledge in many areas related to the management of the province's forest resources. Position supervises experts in specialty forest-related areas, including forest management planning, reforestation and silviculture, growth and yield of future forests, forest health, and forestry operations standards. Knowledge of government policy, decision-making processes, and legislation is essential.
- **III:** The position is required to integrate technical issues and industry viewpoints to enhance forest management systems. This position oversees senior management that develop forest programs and set policy. It must coordinate and integrate various forest programs ranging from silviculture and forest health to statistical data and information systems.
- **3:** Persistent and continuous contact with forest industry and contractors, research groups, and forest management staff in Alberta and other provincial jurisdictions is required to gain information, and build effective networks. Public stakeholders have conflicting interests, requiring this position to listen to their concerns, provide feedback, and build consensus.

- **Problem Solving:**

- The on-going issue of scarce forest resources that are in high demand by all sectors requires the Executive Director to develop plans, standards, and policies that are innovative and yield optimum solutions. Frequent conflicts between stakeholders, who may both be justified in their positions, require the development of ideas that encourage discussions that result in agreements. These decisions must be consistent with legislation, even though stakeholders are unhappy with the decision. Issues dealt with at this are guided by policy and have long-term implications.

- **Accountability:**

- **F:** The Executive Director has the authority to sign all allocation agreements with industry and has direct managerial control over a large staff. The position functions at a level where there is little assistance available. Senior staff (ADM and DM) provide strategic focus, but not the technical details.
- **2+:** The forestry programs under the direction of this position affect the entire forestry industry. The push on the 2 recognizes the impact the position has on headquarters staff, regional forestry programs, and public stakeholders.
- **P:** This position is solely accountable for significant forest management activities that directly impact the ministry's results. Outcomes generated by the Executive Director are the means by which sustainable forest management is implemented, and standards for field programs are developed.

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**Last Reviewed:**

Last Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M610-16

### Identification Section

<b>Working Title:</b>	Executive Director, Forest Management
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Public Lands and Forests
<b>Reports To:</b>	ADM
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

This position is responsible for providing leadership and direction in forest management to government staff and industry. This position has the responsibility of setting and maintaining forest management standards and interacts with senior officials in industry and government. Position is responsible for approval of forest management plans and supporting inventories and analyses, establishing sustainable harvest levels, managing the creation and amendment of forest management units, reforestation standards, accurate forest stewardship information systems, scientific rigor applied to growth and yield determination, development of GIS based spatial model systems, the forest health program, the forest herbicide program, and management of operating ground rules.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

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Forest Management Planning - Approved, credible, efficient forest management plans are a key outcome. There are 18 FMA's in the Province, each with a continuous planning responsibility. Developing approvable plans requires extensive consultation and negotiation with multiple stakeholders, continuous dispute resolution, expert technical abilities, and a persistent and firm style.

Reforestation and Silviculture - Creation of effective reforestation standards as articulated in the Regeneration Survey Manual. These standards are critical to the creation of sustainable forests. Creation of these standards requires extensive technical ability in silviculture as well as very effective negotiating and dispute resolution abilities. § Growth and Yield/Forest Inventory - Creation of a sound and effective system for predicting the growth and yield of future forests. This involved extensive technical skills in forest mensuration and the management and analyses of large data sets. Management of forest inventory is the responsibility of this position.

Forest Health - Completion of annual inventories of forest insect and disease conditions as well as development of plans to manage outbreaks. This requires leadership of inter-departmental processes and coordination of forest health research and management with other agencies, bodies and the forest industry. Also, prepares inventories and management plans for invasive species.

Ground Rules - Develop ground rules throughout the Province that sets standards for forestry operations. This requires extensive knowledge of forest management and industry needs.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Requires expert knowledge of forest ecology, forest management, forest policy, the forest industry and extensive management experience and knowledge. A wide range of government policy, decision-making and legislative knowledge is required for management of complex initiatives. Specific and thorough knowledge of legislation and government systems is essential.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

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Extensive and expert skills required to lead staff in the development of complex planning systems and create multi-stakeholder agreements are essential. An example is the development of enhanced forest management systems - after eight years of extensive discussion, position brought together a representative group of stakeholders, the necessary technical expertise, and expert mediators to obtain agreement on a complex set of protocols to guide enhanced forest management. Required comprehensive understanding of the technical issues, a deep appreciation of the viewpoint of industry, and an ability to visualize and assertively lead the process so that agreement could be reached.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Position is faced with extremely complex and difficult problems to solve requiring extensive thinking and analysis. Scarce forest resources are high in demand by all sectors of society and this requires that plans, standards and policies that are the responsibility of this position are innovative and find optimum solutions. Requires thinking at the strategic level augmented with the ability to derive ways to make things workable on the ground. Astute assessment of the people and the circumstances of each issue are essential.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Minister and Deputy Minister	Ongoing.	Receive, review strategic direction.
ADM, PLFD	Ongoing.	Review of budget, business plan, strategic issues.
Directors/staff in SRD, Environment	Ongoing.	Resolve issues, determine action.
<b>External</b>		

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Forest industry and contractors	Continuous	Predominantly directed at making decisions on approvals.
Research groups (e.g., NCE) and forest management staff in other provinces	Ongoing.	Exchange of information and insight, and networking.
Public stakeholders	Ongoing.	Provide information, listen to concerns, provide feedback.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The position is key to the achievement of departmental objectives. Creation of clear forest direction to industry and implementation of sustainable forest management rely heavily on this position. Work affects other departments (Environment, Aboriginal Affairs, Infrastructure), the entire forest industry (establishes their operating standards) and many public stakeholders. The plans and policies controlled by this position direct the field activities of the Department.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M610-15

### Identification Section

<b>Working Title:</b>	Director, Technical Services Division
<b>Ministry:</b>	Agriculture and Forestry
<b>Division, Branch/Unit:</b>	Technical Services, Environment and Food Safety
<b>Reports To:</b>	ADM, Sustainable Agriculture
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M610-15
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M610

### Job Summary

Reporting to the Assistant Deputy Minister, Sustainable Agriculture, the position directs the development, delivery and monitoring of research, extension, technology development, assessment and service delivery programs for the livestock industry, to carry out the department's producer focused environmental practices, agricultural engineering and animal welfare mandates.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FIII3 528	F4 50% 264	F3-P 350	1142

Short Profile: A2

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## Evaluation Rationale

- **Know-How:**

- **F:** Requires expert knowledge of animal and crop production technologies, industry practices and government legislation and regulations that apply to livestock production.
- **III:** Encourages the sustainable development and management of an environmentally sound, economically viable and socially acceptable livestock industry in Alberta through integration of livestock industry and other stakeholders.
- **3:** Leverages internal and external government and industry stakeholders to address issues of mutual concern. Requires superior communication abilities, ability to provide vision and leadership to a diverse group of specialists and managers and the ability to set strategic direction, coach and mentor staff.

- **Problem Solving:**

- Problem solving is assisted by Ministry policies, mandates and strategies.
- Thinking challenge is characterized by developing and prioritizing research initiatives, and scanning the industry for the level of adoption, growth and viability of implemented programs and technologies.
- Involves complex, far-reaching research in devising new approaches, technologies and methods (e.g. environmentally sustainable production) in response to emerging issues and to address future industry needs.

**Accountability:**

- **F:** Broad organizational direction from ADM. Works within framework of legislation and regulations (Agricultural Operations Practices Act, Livestock Protecting Act).
- **3-:** Position directs programs that are implemented province-wide and may have an impact on other Departments such as Sustainable Resource Development and Environment, but primarily impact one part of a larger sector (primary agriculture).
- **P:** Solely accountable for activities and resources to achieve results including the management and allocation of resources (people, funds, budget, facilities and equipment) to ensure programs, projects, activities and objectives are met.

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**Last Reviewed:**

Last Review / Update: 2016-03-11

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# MJEP Benchmark Job Description - M610-15

## Identification Section

<b>Working Title:</b>	Director, Technical Services Division
<b>Ministry:</b>	Agriculture and Forestry
<b>Division, Branch/Unit:</b>	Technical Services, Environment and Food Safety
<b>Reports To:</b>	ADM, Sustainable Agriculture
<b>Levels to D.M.:</b>	2

## Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Assistant Deputy Minister of the Sustainable Agriculture Sector the position is responsible for the Department's producer focused environmental practices, agriculture engineering and animal welfare mandates. This position provides leadership, vision, and strategic budgetary, IT and human resource direction to staff in the delivery of these provincial mandates.

The Division encourages the sustainable development and management of an environmentally sound, economically viable and socially acceptable livestock industry in Alberta. This is accomplished through collaboration with the livestock industry and other stakeholders; enhancing community understanding of agricultural operations; building public and industry confidence in the industry; undertaking necessary research; and providing tools for producers that help reduce the impact of their operations on soil, water and air quality.

## Specific Accountabilities

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**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

**1. Technologies and management practices are adopted and programs, services and information are effectively delivered to the agriculture industry by:**

Developing and implementing a Division Operation Plan and unit/individual action plans within the boundaries of the Ministry Business Plan.

Directing the development and delivery of policies and programs (research, extension, technology development/assessment, service delivery) such as nutrient management, Water Pumping Program, Canada Alberta Farm Water Program and Environmental Farm Plans.

Supporting the adoption of new technologies and management practices that increase efficiencies, create market opportunities, reduce costs, and sustain industry growth in support of environmental stewardship.

Assess industry needs; and scan the industry for level of adoption; level of program activity; complaints; growth; and viability.· Measuring client satisfaction with our services, information and performance

Results in environmentally sustainable agricultural production and animal welfare focused on client needs and priorities and the goals of the government.

**2. Direct the work of the Division by:**

Providing leadership, coaching, mentoring, strategic direction and management to approximately 70 staff· Being accountable for annual budget of \$6.5 million.

Ensuring staff have the knowledge, skills and resources needed to do their job effectively and with satisfaction by identifying on-going technical and personal development training for staff in line with core competencies and technical expertise required to address industry needs. Measurement tools such as interim and annual performance appraisals and staff surveys are used.

Results in the effective use of resources, ministry policies and procedures are adhered to, staff are trained and satisfied in their job and actual Division results are measured.

**3. Develop and present strategic options, policy advice, briefing documents and recommendations to senior management and the Minister by:**

Scanning the agricultural industry for emerging issues, concerns and sensitive issues.

Developing expertise and knowledge within the Division to address emerging issues.

Being aware of outside issues or policies that may impact the agriculture industry or Ministry policies, programs or services.

Results in support the sustainable development of an environmentally sound, economically viable and socially acceptable livestock industry.

**4. Develop, lead and maintain partnerships and working relationships with a significant number of diverse internal and external stakeholders.**

Leveraging resources (people, expertise, facilities) such as the Odour Control Initiative, Livestock Welfare Research Partnership and the environmental component of IFASA to address industry issues of mutual concern.

Ensuring Division activities, projects and programs follow a project management process (i.e. Identify industry needs; assess priorities; establish co-operators; develop a multi-disciplinary solution; implement and follow through on the communications and assess results.)

Integrating staff and/or other experts in to project teams that use a systems approach to developing solutions, information and programs.

Results in effective, broad based solutions or programs that address industry needs, sustainable growth and improved environmental stewardship.

**5. Lead major reviews and updates of legislation and regulations (Agricultural Operations Practices Act, Livestock Protection Act) by:**

Facilitating input from a variety of stakeholders and interest groups (Intensive Livestock Working Group).

Results in legislation in support of Ministry and Government Goals and agencies such as the Natural Resources Conservation Board and the Alberta Society for the Prevention of Cruelty to Animals in the regulation of Alberta's livestock industry.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Broad understanding of the complex and diverse animal production and industry in Alberta.

Sound understanding of the science and knowledge base applied to crop and livestock production systems.

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Extensive knowledge of Government and Department financial and human resource policies.

Good understanding of the legislation and regulations that apply to livestock production.

Skills required include: Supervisor communication abilities; ability to provide vision and leadership to a diverse group of specialists and managers; understanding of motivation and management; sound judgment and problem solving skills, and knowledge of strategic management and planning process.

The position also requires either, or a combination of:

- a broad range of business knowledge and experience required for overall management of many diverse areas;
- significant or technical experience in a professional area to lead cutting-edge approaches to complex business, or specialized issues.

Essential education and work experience include a BSc in agriculture or engineering; a minimum of 10 years experience working with the agriculture industry in research, development, commercialization, extension or education role; and a minimum of 10 years experience in the supervision of employees and management of people or working in a multidisciplinary team. This level of experience in the supervision of employees and management of people or working in a multidisciplinary team This level of experience and education is essential to provide the leadership necessary to guide and steer and competitive, market-driven industry, It also brings together the understanding and business skills required to perform in this position.

A professional Agrologist or Engineer designation is also required.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

This position requires coordination and organizational efforts of several different Department products and services crossing all areas of the Department, and externally provides guidance, which significantly affects all or most areas of the Alberta public/private sector.

Examples include:

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- The coordination of the research and development, evaluation, demonstration and information programs between two Branches. Branches are responsible for providing expertise, information and programs within the Ministry and to the province in the areas of machinery, technology, building, facilities, processes, best practices related to crop and livestock production and on-farm water management, animal welfare and environmental practices. This often includes an integrated or systems approach to problems and issues facing the industry. Examples include the delivery and operation of provincial programs, services and initiatives such as the Water Pumping Program, the Canada-Alberta Farm Water Program, Environmental Farm Plan, Nutrient Management Strategy, development of provincial phosphorus limits and development of AOPA support material such as BMPS and Technical Guidelines.
- The review and update of current legislation and regulations e.g. APOA and livestock Protection Act.
- The development of agreements such as the IFASA and the Livestock Welfare Research Partnership.

Also required is the development and implementation of an overall internal and external communication plan for the Division.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The type of problem solving skills requires for this job include: thinking within concepts, principles and broad guidelines toward the organization's goals, many nebulous, intangible or unstructured aspects to the environment. As illustration of this include:

- Guide, train, mentor and assess the performance of Branch Heads and other technical staff as required to ensure they or their Units achieve their Action Plans in support of Division Operational Plan.
- Ensure Units and staff have the resources and training to do their job. Explore, develop and leverage new resources and partnerships towards this end.
- Approach issues and problems from a systems point of view. Develop strategies and plans to address future industry needs, new areas of expertise and constantly changing staffing and budget requirements e.g. Biogas Strategy for Alberta, submission to Rural Development Initiative and Environment and Nutrient Management Program. Much of this work must be done in consultation with industry because of the sensitive nature of issues.
- Ensure the work of the Division meets Ministry and professional standards.

A key purpose of this position is to come up with unique solutions to complex issues. A significant amount of time is spent devising new approaches, techniques and methods. Examples include:

- Problem solving and innovation at the management level. Originality and creativity are required in the area of environmentally sustainable crop and livestock production, livestock welfare and on-farm water management. The key is the development of strategies, initiatives, programs, activities, projects and information that provide environmentally friendly, practical, cost effective and innovative solutions that will ensure sustainable growth of the industry. Much of this work in response to emerging issues such greenhouse gases, air, water and soil quality, consumer pressures on livestock welfare, other provincial and federal initiatives such as the Agriculture Policy Framework and barriers to sustainable agricultural development e.g.

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odour. A sound technical base and practical knowledge of the industry will ensure credible technologies, practices and information to a variety of clients in a variety of mediums. The same applies at a management level to ensure the operational aspects of the Division are accountable, efficient and effective.

Assistance available include:

- Operational and action plans that provide guidelines.
- Priorities and allocates resources.
- Staff's technical and personal development opportunities.
- Personal work plan done in consultation with Division Management.
- Provincial Government and industry strategies and initiatives.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Minister and Deputy Minister	Bi-weekly.	Respond, consult and brief on issues.
Assistant Deputy Minister	Twice weekly.	Consult in direction, policies and issues.
Director's Group and Managers	Daily.	Coordination and liaison.
Branch Heads and Unit Leaders	Weekly.	Coordination of activities.
Department Directors	Weekly.	Consultation.
Human Resources staff	Weekly.	Consultation and guidance.
Financial Services staff	Quarterly.	
<b>External</b>		
Natural Resources Conservation Board	Weekly.	Coordination of policy and activities.
Alberta Justice	Monthly.	Consultation on contracts and agreements.
U of A, Alberta Research Council and Agriculture of Canada	Weekly.	Research partnerships and coordination.

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Producers, Manufacturers and industry/producer groups	Weekly.	Information and research coordination.
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## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

This position is guided by broad organizational direction. There is managerial direction of a general nature towards goals. This position has a controlling impact and is solely accountable for significant activities and resources to achieve results.

Once the Ministry Business Plan and Division Operational Plan are established based on industry needs, the position is responsible for the implementation of the plans. This includes the management and allocation of resources (people, funds, budget, facilities, and equipment) to ensure programs, projects, activities and objectives are met.

Typically responsible to the Assistant Deputy Minister for achieving results spelled out in the Business plan and performance appraisal. Frequently receives requests from the Minister to initiate action or resolve issues. Receives general direction or counselling from the Assistant Deputy Minister by discussing generally in broad terms.

Responsible for the Branch Heads in terms of achieving results reports, measuring progress, setting priorities, meeting deadlines, adhering to administrative and financial policies and procedures and accountable for actions to the Assistant Deputy Minister.

Responsible for standards and integrity of information or technologies developed by the Division.

Responsible for the definition of goals, strategies, actions and results of the Division.

Input into the political, policy and regulatory process helps to form the framework and infrastructure in which the industry operates and completes. Decisions and directions taken impact primarily livestock producers (Agricultural Operations Practices Act, NRCB review, Livestock Protection Act).

Other Departments (SRD, Environment) and agencies (NRCB, ASPCA) may be affected by decisions and directions adopted by Technical Services Division.

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Universities and research stations may be impacted by actions and decisions regarding funding, research collaborations, etc. (IFASA).

Last Review / Update: 2016-03-11

# MJEP

## Benchmark Evaluation - M610-14

### Identification Section

<b>Working Title:</b>	Executive Director, Field Services
<b>Ministry:</b>	Education
<b>Division, Branch/Unit:</b>	Basic Learning
<b>Reports To:</b>	ADM, Basic Learning
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M610-14
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M610

### Job Summary

Reporting to the ADM, Basic Learning, the position works with two other Executive Directors to optimize divisional capacity within a matrix management structure. It directs seven branch directors and their teams, including Aboriginal and French Language Services, who are responsible for defining learning standards in the K-12 programs of study, teaching competency, learning resources, and student assessment. It ensures that provincial standards, processes and strategic plans are embedded in delivery at the local level and school districts. The position also supports the strategies and staffing processes of the Office of Project Management and Interagency Coordination and Provincial Standards and Processes, ensuring cooperative links with the field services functions in Adult Learning and Apprenticeship and Industry Training Divisions, and other areas of the ministry to achieve business goals.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FIII3 528	F4 50% 264	F-3P 350	1142

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Short Profile:

A2

## Evaluation Rationale

- **Know-How:**

- **F:** Requires in-depth knowledge of the K-12 system and department field service delivery. A broad knowledge of department objectives, goals and issues as well as government policy and procedures related to expenditure and budget, business planning cycles, and policy review are required to lead the division in its development of education standards across the province.
- **III:** Manages the development, resources, and program delivery of learning standards for the province across five geographic regions in addition to French Language and Aboriginal services within a decentralized matrix organizational structure. A key focus of the role is to initiate and develop linkages within and across the division, broadening operational perspectives from the branch level to the division level.
- **3:** Collaborates with departmental, provincial school authorities and other stakeholders to define and operationalize strategies to meet the diverse needs and, on occasion, diametrically opposed objectives throughout the province.

- **Problem Solving:**

- There are few precedents of similar scope and magnitude to draw upon when working within the division-wide matrix structure. Issues within the geographic regions, Aboriginal, and French Language areas require developmental thinking to reach solutions collaboratively with stakeholders.

- **Accountability:**

- **F-:** The position is guided by broad organizational direction and works closely with other members of the Division Leadership Team to provide strategic direction for the division. There is a pull on the F because there are other executive director-level positions within the matrix structure that carry out specific basic learning program responsibilities such as curriculum, learning and teaching resources, and professional development and certification in conjunction with this position.
- **3:** Controlling influence over delivery of field services to school authorities across five provincial geographic regions, including French and Aboriginal services.
- **P:** This position is accountable for ensuring the basic learning principles and goals can be found at the local, community level. Although the position works in a matrix organizational structure which combines program areas with geographic regions, at the executive level, this position does not jointly control or share results, therefore a 'P' rating is more appropriate than an 'S' rating.

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**Last Reviewed:**

Last Review / Update: 2015-02-05

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# MJEP Benchmark

## Job Description - M610-14

### Identification Section

<b>Working Title:</b>	Executive Director, Field Services
<b>Ministry:</b>	Education
<b>Division, Branch/Unit:</b>	Basic Learning
<b>Reports To:</b>	ADM, Basic Learning
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Executive Director, Field Services leads and directs seven branches (five zone offices, as well as French Language Services and Aboriginal Services) in the provision of field implementation services, ensuring the work of the Provincial Standards and Processes branches and department strategic plans are embedded in delivery at the local level.

Field Services branches provide "one-stop" services regarding provincial programs, policies, and legislation to meet the unique needs of school authorities, key education stakeholders, and the public within a particular geographic or client-focused area.

Responsibilities of this position also include supporting the strategies and staffing processes of the Office of Project Management and Interagency Coordination and Provincial Standards and Processes, ensuring cooperative links with other areas of the ministry and with the Advanced Education Ministry to achieve business goals.

As a member of the Division Leadership Team, the Executive Director works closely with the Assistant Deputy Minister and two other Executive Directors to optimize divisional capacity within a matrix structure and to partner with other organizations in laying the foundation for lifelong learning for all Albertans, from birth to late adolescence.

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## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Provide leadership and direction to seven branch directors and their teams in the field implementation of programs, policies, and legislation of government as they pertain to:

- Effective operation of programs for all students, including Francophone and Aboriginal students, and students with special needs;
- Definition of a basic education and preparation for a foundation for lifelong learning;
- Learning outcomes/standards in the K to 12 programs of study;
- Teaching and learning resources;
- Student assessment;
- Joint initiatives with federal, provincial and other governments;
- Coordinated services and programs to meet diverse learning needs;
- Teaching competency and high quality instruction.

Lead and manage the continuing implementation of a delivery system which provides consistent quality service across Field Services Teams.

Plan, implement, and measure results of new and modified program initiatives to action strategies defined in Alberta Learning's Business Plan which relate to the Basic Learning Division.

Lead the development and implementation of a service excellence framework in support of the delivery of Alberta Education clients services to: build staff commitment and team capacity; effectively measure results and satisfaction; and communicate effectively within the department and the field.

Lead, coach and mentor Directors to: link field services and activities within a matrix organizational structure; develop common processes across the Basic Learning Division; and optimize division capacity. Focus of leadership related to development of common processes is on front-end identification of processes and accountability.

Contribute to the development of policies and procedures within the division to support results articulated in Government and Department Business Plans.

Provide reflective analysis, divisional perspective and leadership in strategic and operational planning and in the effective management of both human and financial resources.

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Support the strategies and staffing processes of the Office of Project Management and Interagency Coordination through commitment and participation of Field Services staff to facilitate identification and implementation of specific projects.

Liaise with departmental divisions and province wide stakeholder organizations to provide a strategic perspective and direction related to program, policy, and legislation delivery within Field Services.

Draft, review, and provide value added input to preparation of communication items, action items, and briefing reports which assist the ADM in incorporating Field Services perspectives relevant to reviewing and approving service related work within the division.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

In depth knowledge of the Alberta Education K-12 system combined with in depth knowledge of department field service delivery activities, and issues across the province.

In depth knowledge of government/departmental missions, objectives, goals, issues and Business Plans which impact on the Basic Learning Division.

Knowledge of government/departmental policies, procedures, regulations, and practices related to budget cycles, expenditure monitoring, strategic/business/operational planning cycles, and policy review, development and implementation.

Ability to develop and optimize resources and program delivery within a matrix organizational structure.

Ability to implement service delivery across five geographic regions within the province in addition to French Language and Aboriginal services.

## Leadership and Business Know-How

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**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Strong negotiation skills in collaborating with departmental and provincial stakeholder organizations to define and operationalize strategies to meet diverse needs and, on occasion, diametrically opposed objectives.

Knowledge of and the ability to develop and enhance the cooperative relationship of field service functions and activities with Provincial Standards and Processes and with the Advanced Education ministry.

Strong planning and coordination skills in implementing and monitoring consistency of department service delivery across five provincial geographic regions, in addition to French Language and Aboriginal services delivered provincially, coordinating school authority needs and stakeholder interests and division perspectives.

Ability to broaden operational perspectives from the branch/team level to the division level in order to support increased trust, innovation/ risk-taking, and ultimately, accountability.

Strong leadership and coaching skills specifically applied to developing and optimizing resources and program delivery within a matrix organizational structure.

Ability to mentor/support Directors in initiating and developing linkages within and across the division.

Ability to provide opportunities for personal and professional learning of directors and staff teams.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

A major and ongoing challenge of this position is to operationalize the delivery of field program services on a province wide basis within the evolving matrix structure. There are few precedents of similar scope and magnitude to draw upon when working within this division wide structure. Additionally, issues within the field, Aboriginal and French language areas require developmental thinking to reach collaborative solutions with stakeholders.

Examples of problem solving include:

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- The challenge of coaching and mentoring Directors to build and increase capacity and to support them in developing team vision/goals/purposes, which reflect and support the vision/mission/goals of the division, the department and the Alberta Government;
- Definition and development of new and improved performance measures across branches to assess success of program delivery;
- Need to ensure consistency in program delivery across the province while recognizing the need for flexibility to meet unique region or program needs;
- Need to quickly identify and respond to changing fiscal realities, evolving learning needs of K-12 Albertans and changes in government/department strategic/operational direction;
- Ongoing requirement to ensure optimization of fiscal and human resources and to continually address and support increasing capacity within this division.

Resolution of specific regional issues or issues relating to delivery of French Language or Aboriginal Services programs may be guided by legislation, departmental policies and procedures, and department/divisional Business Plans and strategies.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Other members of the Division Leadership Team (ADM, Basic Learning; Executive Director, Provincial Standards and Process; Executive Director, Project Management and Interagency Coordination) and other executive directors and directors in the various divisions of Basic Learning	Frequent contact in scheduled meetings. Frequent informal contact on an ongoing basis.	To define and implement divisional strategic planning. To identify and resolve both broad and specific issues within the division.
Project Leaders within the Project Management and Interagency Coordination branch	Contact, as required.	To coordinate planning/ implementation of specific initiatives impacting Field Services Teams within the matrix.
<b>External</b>		

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School authorities, key education stakeholders, regional authorities, and the public within the 5 zones and French and Aboriginal communities	Ongoing.	For varied purposes (e.g. to jointly address/resolve major issues in a particular zone or with reference to a particular French Language or Aboriginal Service program or to assess client needs/emergent issues as valued input to the divisional planning process).
Province-wide stakeholder organizations including ASBA, CASS, ATA, ASBOA, AHSCA, and AISCA, community and business groups	Ongoing.	Contact with a strategic focus relating to objectives which range from providing/receiving feedback to initiating partnerships in program delivery.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

This position is guided by broad organizational directions and works closely with other members of the Division Leadership and Director team to provide strategic direction for the division.

As the position responsible for issues and programs for the Field Services sector of the Division, the results of this job are externally focused to the school authorities providing K-12 educational services within the province. The work of Field Services affects programs province wide delivered to over 500,000 students, all public and private school authorities, all employees of these school authorities and varied provincial stakeholder organizations.

The position is directly accountable for:

- ensuring the work of Provincial Standards and Processes and department strategic plans are embedded in the delivery of services to the field;
- providing strategic direction, services, and coaching to Field Services Directors and staff, to support them in providing quality services for internal and external clients and collaborating with stakeholders;
- leading Branch Directors in the provision of client centred services for the field, encouraging consistent implementation of quality strategies;
- providing a link with the field services functions in Alberta Advanced Education.

Last Review / Update: 2015-02-06

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# MJEP

## Benchmark Evaluation - M610-13

### Identification Section

<b>Working Title:</b>	Executive Director
<b>Ministry:</b>	Transportation
<b>Division, Branch/Unit:</b>	Technical Standards Branch
<b>Reports To:</b>	ADM, Transportation and Civil Engineering
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M610-13
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M610

### Job Summary

Reporting to the ADM, Transportation and Civil Engineering, the position is responsible for developing, applying and monitoring the department's engineering standards for roads, bridges, airports and ancillary facilities. These standards are for a wide range of activities such as design, construction, maintenance and material specifications.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FIII3 528	F4 50% 264	F3-P 350	1142

Short Profile: A2

### Evaluation Rationale

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Classification: Public



- **Know-How:**

- **F:** Requires extensive knowledge of all areas of Civil Engineering with specialization in highway geometrics, pavement design and management, road and bridge construction, hydro-technical design and environmental engineering, plus industry, national and international standards.
- **III:** Manages the activities of seven units of professional and technical staff responsible for roadway design, structural and hydro-technical design, construction standards and specifications, maintenance and materials and geographic information system support to develop, apply and monitor the department's engineering standards for roads, bridges, airports and ancillary facilities.
- **3:** Interacts with the ADM, directors of the department, and other provincial and federal ministries, as well as industry professionals such as contractors, consultants and suppliers to address sensitive and precedent setting issues in develop operating procedures, standards and specifications.

- **Problem Solving:**

- Position is required to develop solutions for technical problems or situations in which engineering standards, specifications and practices are not available through research, consultation with stakeholders and peers.

- **Accountability:**

- **F:** Role follows the department's vision goals and objectives, but has the latitude to develop and put in place design and maintenance standards and construction and materials specifications for all infrastructure components. Risks involving safety and costs are referred to the ADM and other executives for approval.
- **3-:** Impact is on the province's roads, bridges, airports and ancillary facilities and the staff delivering the services.
- **P:** The Executive Director's is accountable for developing, setting and monitoring all engineering standards for the provincial transportation infrastructure, i.e. roads, bridges, airports and ancillary facilities.

**Last Reviewed:**

Last Review / Update: 2015-02-05

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# MJEP Benchmark

## Job Description - M610-13

### Identification Section

<b>Working Title:</b>	Executive Director
<b>Ministry:</b>	Transportation
<b>Division, Branch/Unit:</b>	Technical Standards Branch
<b>Reports To:</b>	ADM, Transportation and Civil Engineering
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Develop and maintain planning, design, rehabilitation, maintenance, construction and environmental standards and specifications to guide the delivery of capital and operating programs for roads, bridges, water management infrastructures, airports and ancillary facilities.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Develop technical and environmental standards for roads, bridges, water management and ancillary facilities for planning, design, construction and maintenance.

Ensure proper functional planning and roadside development are in place to protect public's interest in a cost-effective transportation system. § Monitor and evaluate overall quality of road and bridge construction.

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Develop technology development plan and implement new technologies.

Co-ordinate and liaise with industry to develop consensus on technical and administrative issues.

Provide expert advice to Regions and other branches in construction claims, litigation, expropriation and construction program development.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

This position must have a broad range of business knowledge and engineering experience in roads, bridges and water management projects relative to regulations, accepted practices, codes, safety and latest technologies. Registration as a Professional Engineering in Alberta is mandatory.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

This position must coordinate and organize the branch's activities by providing direction to staff on policies, processes and legislation; ensuring the branch's direction is consistent with department direction and mission on being a knowledgeable owner and a centre of excellence. Position facilitates relationships on behalf of the department with other government departments, provincial agencies, private industries, the public and other stakeholders. Position is also responsible for planning and evaluating the branch's performance and deliverables.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

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Technical problems or situations that no engineering standards, or practices are available for application by department staff, consulting engineers and contractors. Solutions relative to cost-effectiveness environment and safety are developed through research, consultation with stakeholders and peers in and outside of Alberta.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Executive Directors / Directors / ADM	Daily.	Advice / recommendations.
Deputy Minister's Office	Weekly.	Advice / recommendations / response to inquiries.
<b>External</b>		
Vendors/engineering consultants/stakeholder organizations	Daily.	Engineering standards and policies.
General Managers, Edmonton and Calgary	Quarterly.	Communication and resolution of planning issues.
DM/ADM/Executive Directors of other provincial agencies	Quarterly.	Engineering / research policies / program and mutual co-operation.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

This position approves engineering standards/practices that affect costs, safety and perform of rehabilitation capital projects. Approved standards are adopted by municipalities, engineering consultants and contractors and other provincial agencies.

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Last Review / Update: 2015-02-06

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# MJEP

## Benchmark Evaluation - M610-12

### Identification Section

<b>Working Title:</b>	CEO, Central
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Persons with Developmental Disabilities
<b>Reports To:</b>	Central Alberta Community Board
<b>Levels to D.M.:</b>	
<b>Job Description:</b>	M610-12
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M610

### Job Summary

Reporting to the Central Alberta Community Board, a crown corporation, the position is accountable for the business plan and operational outcomes, development, delivery and monitoring of quality services, for adults with developmental disabilities throughout central Alberta, which includes Michener Centre. The position leads all strategic and operational decisions, provides direction to the staff, and ensures that the activities of the Board align with the overall direction of the PDD Provincial Board.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FIII3 528	F4 50% 264	F3-P 350	1142

Short Profile: A2

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## Evaluation Rationale

- **Know-How:**

- **F:** Requires in-depth knowledge of business administration and board governance and extensive knowledge of programs for persons with developmental disabilities, community structures and the community development processes.
- **III:** The CEO provides leadership and direction to a large and diverse staff including care givers, medical professionals, and management. Collaborates with persons with developmental disabilities and their families, community stakeholders/partners, the PDD Provincial Board administration and other PDD Community Boards to establish policy, determine priorities and delivery of the programs. Position is also responsible for the program strategic business plans, human resources, finances, records, and delivery standards.
- **3:** Interacts with CEOs from numerous community boards, local authorities, municipalities, other stakeholders and interest groups in addition to the media and the Board to address competing interests and foster teamwork. Motivates staff and stakeholders to achieve the vision and mission of the Board.

- **Problem Solving:**

- Working within the Acts and the Provincial Board, position is responsible for creating new approaches to enhance the living situation of persons with developmental disabilities and to help them achieve self-determination and independence. These matters are highly political and sensitive nature.

- **Accountability:**

- **F:** Position works within the parameters of the Central Board's and the Provincial Board's business plan, vision, mission and values.
- **3-:** The central region is responsible for providing 24/7 care at Michener Centre and surrounding area for adults with developmental disabilities, many with highly complex medical, physical and other needs. In addition, ensure adults with developmental disabilities that are outside of the 24/7 care facility are cared for and funded through a wide variety of contracted service agencies and Individual Funding Contracts. The push down recognizes a specialized segment of the population are affected by the program.
- **P:** Manages and directs all operations, programs and policies of the Board on behalf of the Board for a large provincial region that encompasses a sizeable facility.

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**Last Reviewed:**

Last Review / Update: 2015-04-13

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# MJEP Benchmark

## Job Description - M610-12

### Identification Section

<b>Working Title:</b>	CEO, Central
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Persons with Developmental Disabilities
<b>Reports To:</b>	Central Alberta Community Board
<b>Levels to D.M.:</b>	

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

PDD operates as an agent of the Crown, reporting directly to the Minister. Specifically for this role, the CEO of Central Alberta Community Board reports directly to the Board, which in turn reports to the overarching Provincial Board. Reporting to the Central Board through the Chair, and is accountable for business plan and operational outcomes and operational processes that provide choices and opportunities for persons with developmental disabilities and families throughout Central Alberta. In keeping with the PDD Community Governance Act, the CEO will ensure that the activities of the Central Alberta Community Board align with the overall direction of the PDD Provincial Board.

The CEO provides leadership and direction to staff in collaboration with persons with developmental disabilities and their families, community stakeholders, the PDD Provincial Board administration and other PDD Community Boards.

The CEO is accountable to ensure the development, provision and monitoring of quality services for adults with developmental disabilities throughout the Central Region. The mandate is achieved by working in accordance with the Vision, Mission and Values and the Boards' Business Plan, the PDD Provincial Boards' Business plan and with the principles and articles of the Persons with Developmental Disabilities Community Governance Act.

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The CEO is the leader of a Senior Management Team, which is responsible for all strategic and operational decisions and is an on-going executive staff support to the Central PDD Board. It is essential that the leadership on strategic direction encompass the values and direction of PDD Legislation.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Providing vision and leadership in the management and direction of all operations, programs and policies, on behalf of the Central Board. Activities include approval and monitoring of all financial activities through the business plans and financial forecasting tools. Ensuring consistent region wide delivery of programs in an environment of competing demands. Ensuring the necessary maintenance of records and systems to monitor and report accountability of providing quality services to persons with developmental disabilities, their families and guardians within Central Alberta communities.

Developing and maintaining effective relationships and partnerships with other organizations through substantial networking and communication activities. Connections include; Community Boards, various Stakeholders, the Media, several Interest Groups and the Public at large, all of whom hold diverse interests.

Leading and providing advice in the development and implementation of the Central Board policy/decisions, directives and priorities, that uphold and adhere to the policies and bylaws of the organization.

Providing reports regularly through the Chair to the Board, and ensuring that the Board is fully informed of regional activities. Providing advice to the Board of any developments that affect the program's well being in a timely fashion.

Planning and providing leadership on human resource management issues. This includes participating actively in the processes of hiring, supervising and evaluating subordinates, in both the direct care and administrative worksites. These are accomplished through administering delegated authorities as assigned by the Persons with Developmental Disabilities Provincial Board.

Leading in the development and implementation planning of all strategic business plans.

Planning and ensuring Central Community Boards' human resources are managed effectively. This includes leadership and supervision of several levels of management, professional positions, direct care, and support staff. The CEO is responsible and accountable for all financial aspects of the Central Community Boards' programs. This position provides leadership in the

strategic planning of all human resource financial services for the Central Region, which has approximately 750 full-time employees.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Minimum Post Secondary Education in Business Administration, or a Social Science Discipline.

Ideally a Masters degree in the Social Sciences or Business Administration.

Minimum of 10 years progressively responsible senior or executive management experience within a complex human service organization.

Comprehensive understanding of programs for persons with developmental disabilities.

Comprehensive understanding of community structures and community development process.

Strong understanding of systems of financial accountability, budget planning and financial controls.

Proven executive management leadership abilities.· Sound communication and interpersonal skills.

Ability to build strong teams and build consensus with stakeholders holding diverse views.

Understanding of contract negotiations.

An understanding of the Board governance structure and demonstrated ability to work within a board structure.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

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**Leadership Community and Board relationships:**

- Motivates others to achieve the Vision and Mission of the Central Alberta Community Board.
- Works closely with governance board anticipating board needs and objectives. Leadership in board development activities/team building.
- Demonstrates a strong commitment to Community Governance and community involvement/inclusion.
- Interacts with other business and community leaders, senior elected officials, CEO's of other Authorities, Chambers of Commerce, service clubs, taking part in forums, setting a standard for others to aspire to.
- Builds strong partnerships with diverse groups and team environment with regional staff.

**Commitment to quality service and client satisfaction:**

- Awareness and consideration of the needs and feelings of the individuals receiving supports and an ability to develop and maintain good working relationships with staff, agencies, families, persons with developmental disabilities and interest groups.

**Results Oriented Fiscal Management:**

- Financial management skills to ensure fiscal responsibility.
- Delivers the program within assigned resources and achieve program outcomes as determined by the business plan.

**Human resource and organizational development skills:**

- Effectively plans and directs the work of others.
- Prioritizes and deals effectively with heavy demands.

**Communication and Interpersonal Skills:**

- Listens effectively.
- Demonstrates an ability to express oneself (verbally and in writing) in a clear, concise manner.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

**Problem solving and decision-making:**

- Interprets available information concerning a situation, concept or problem.

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**Strategic Thinking:**

- Demonstrates a strong sense of vision of current and future needs of persons with developmental disabilities.

**Change management:**

- Anticipates and acts within a changing environment.

**Authorities:**

- Persons with Developmental Disabilities Community Governance Act
- Dependent Adult Act
- Social Care Facilities Licensing Act
- Social Care Facilities Review Committee Act
- Administrative Procedures Act
- Public Inquiries Act
- Government Organization Act
- Government Accountability Act- Financial Administration Act
- Freedom of Information and Protection of Privacy Act (FOIP)
- Public Service Employee Relations Act
- Employment Standards Act
- The Public Service Act

**Competing Interests:**

- Navigating these interests in order to have them work in concert with each other:
- PDD - value of community inclusion
- Government - overall direction
- Municipality - being a large employer with majority of staff having limited education/skill transferability
- Parents - objectives of those who have children with developmental disabilities
- Political - will to keep Michener Centre open and prosperous
- Financial - obligations associated with budget and financial goals/targets

## Relationships/Contacts

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**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
CEO of Provincial Board  Chair of Central Community Board  Central and Provincial Board Members  PDD Community Board CEO's  Minister of Seniors and Community Supports  Government staff at senior levels	Frequent contact with all internal clients.	Contact is needed on a frequent basis in order to conduct everyday business.
<b>External</b>		
Persons with developmental disabilities and their families/guardians  Agencies  Media  Public at large  Stakeholder groups	Frequent contact with all external clients.	Contact is needed on a frequent basis in order to conduct everyday business.

### Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

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Business plan goals - achieving financial targets, achieving performance targets, and supporting persons with developmental disabilities to be included in the community.

Teamwork - working within the community governance system, with families and persons receiving services.

Human Resource Management - supporting strategies for continuous learning, effective performance management, employee recognition, leadership continuity, and development of improved internal communications.

Innovation - fosters the development of new approaches and ideas to enhance business outcomes and focus on the empowerment of persons with developmental disabilities and their families.

Last Review / Update: 2015-04-13

# MJEP

## Benchmark Evaluation - M610-19

### Identification Section

<b>Working Title:</b>	Executive Director, Learner Assistance
<b>Ministry:</b>	Advanced Education
<b>Division, Branch/Unit:</b>	Adult Learning
<b>Reports To:</b>	ADM
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M610-19
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M610

### [Organization Chart](#)

(requires login)

### Job Summary

The Executive Director provides leadership and direction to all Learner Assistance programs, services, and products. This position has a strategic focus and oversees the development, delivery, and evaluation of loan, grant, and scholarship programs and information resources to learners, Ministry and Government representatives, and stakeholders. This position is also the main liaison with Students Finance Board and the ministry. This position also works in collaboration with the Canada Student Loan programs.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII+3 460	F4 50% 230	F2+P 350	1040

Short Profile: A3

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## Evaluation Rationale

- **Know-How:**
  - **F:** Position requires extensive knowledge of adult learning programs, services, diverse practices and related legislation, regulations and policies governing students finance and related provincial legislation that interfaces with the students finance program.
  - **II+:** Position directs a large program with provincial scope. Position is more diverse than those seen at the II level as it requires integrating the work of different functioning units (audit, systems development, debt collection and promotions). However, work for the most part is homogeneous as it all relates to student loans. Position also responsible for a large staff complement, with the majority responsible for senior administrative functions.
  - **3:** Service delivery of a large complex program and developing partnerships with other ministries, other jurisdictions and elected officials requires well developed human relations skills.
- **Problem Solving:**
  - Development and delivery of the learner assistance and learner funding programs requires input from of the multi-stakeholders. The issues of shared responsibility for service delivery, delivery of services through private-section organizations and contracted information technology companies are often sensitive and controversial.
- **Accountability:**
  - **F:** Position is guided by broad business goals and objectives. Position operates independently providing strategic guidance; performance is reviewed annually by the ADM.
  - **2+:** Results are externally focused and affect a significant amount of clientele. This position does not have the strength of a level 3 magnitude as the clientele is limited to those who require provincial financial assistance.
  - **P:** Position has a direct and controlling impact on decisions made regarding the students finance program.

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### Last Reviewed:

Last Review / Update: 2016-03-11

# MJEP Benchmark

## Job Description - M610-19

### Identification Section

<b>Working Title:</b>	Executive Director, Learner Assistance
<b>Ministry:</b>	Advanced Education
<b>Division, Branch/Unit:</b>	Adult Learning, Learner Assistance Sector
<b>Reports To:</b>	Assistant Deputy Minister
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Adult learning is a core business of the Ministry, with a key aspect of the core business being the provision of need-based financial assistance and program information services to Alberta learners through the operation of the Learner Assistance Sector. The Sector consists of approximately 115 employees and has significant financial accountabilities, including \$483 million in budgetary funds, \$217 million in outstanding loans, and \$104 million in non-budgetary funds. In addition to functioning within a very dynamic and systems-dependent environment, the Learner Assistance Sector has a shared-service agreement to deliver assessment and processing services for Alberta Human Resources and Employment (HRE).

The Executive Director provides leadership and direction to all Learner Assistance programs, services, and products, ensuring consistency with Government and Ministry business plans and compliance with relevant legislation. This position is focused at the strategic level, overseeing the development, delivery, and evaluation of loan, grant, and scholarship programs and information resources to learners, Ministry and Government representatives, and stakeholders. The Executive Director is the main liaison between the Students Finance Board (an advisory body to the Minister) and the Ministry, with accountabilities to both entities. In addition, this position is the agent for the federal government in relation to the delivery of Canada Student Loan programs to Alberta students.

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The Executive Director is a key member of the Adult Learning Division management team, contributing to the strategic direction of the Division and Ministry by participating in the development of priorities, policies, corporate goals, and business initiatives. This position initiates and leads change processes that result in Learner Assistance being aligned with new business directions, interpreting Government and Ministry business plan goals into Sector business and operational plans. The Executive Director also facilitates the use of systems and technologies to achieve Sector goals, and provides leadership to the development and delivery of innovative programs, services, and delivery mechanisms.

In addition to working closely with senior representatives and officials of the Alberta Government, this position collaborates with senior representatives of other jurisdictions and the federal government to facilitate an integrated and coordinated approach to the delivery of financial assistance programs to adult learners. The Executive Director provides consultation and advice relating to complex issues with broad implications, balancing the often competing interests, expectations, and requirements of stakeholders, clients, the Ministry, and various levels of government in relation to financial assistance programs and initiatives. This position also provides consultation to the Minister, MLAs, private sector entities, and community associations to promote Ministry interests, and inform and influence client and stakeholder commitment to and participation in meeting adult learning goals.

Reporting to the Assistant Deputy Minister, this position is responsible for the operation of the Learner Assistance Sector, ensuring resources are planned and managed to effectively and efficiently deliver outcomes and develop capacity. The Executive Director is relied on to lead and mentor senior management, professional, and administrative staff members as they contribute to defining and achieving the Sector mandate and goals.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

1. Leads the development, implementation, and monitoring of all learner assistance program standards, operational policies, communication strategies, and training and accountability frameworks, ensuring strategies, plans, decisions, and initiatives reflect stakeholder, partner, and client perspectives, expectations, and requirements, as well as Ministry and Government strategic directions and business plans.

2. Directs development, implementation, and continual enhancement of effective performance measures to ensure Learner Assistance activities and outcomes are consistent with Ministry business plan goals.
3. Develops and facilitates collaborative working relationships and partnerships with key stakeholders and establishes national and international linkages to maintain optimal awareness of emerging issues, trends, and opportunities; facilitate the simplification and modernization of federal and provincial approaches to providing financial assistance to adult learners; ensure Alberta's learner assistance programs are positioned optimally within the broader context of federal and provincial funding; and ensure federal learner assistance initiatives are transitioned and integrated into provincial programming (i.e. harmonization of loan programs).
4. Negotiates and collaborates with representatives of federal, provincial, and territorial jurisdictions, lobby groups, and interest groups to facilitate the development and implementation of adult learning need-based funding initiatives and other programs and services.
5. Develops recommendations for learner funding and learner services policies and programs to meet the continually evolving requirements of adult learners; provides leadership and direction for the planning, development, implementation, and evaluation of business processes to support the comprehensive and timely delivery of learner assistance programs and services.
6. Identifies opportunities and develops strategies for innovative means of achieving continuous improvement in learner assistance programs, information resources, and service delivery; directs development of strategic, business, and operational plans to facilitate new policies, programs, and business initiatives, including re-development of the Student Finance System (SFS); and ensures business, client, and technical requirements are integrated and reflected in new systems, programs, and initiatives.
7. Leads and participates in learner assistance projects with provincial or national impact, representing the Division and Ministry on cross-ministry, cross-jurisdictional, and national committees, task forces, and working groups to facilitate coordinated approaches to decision-making; ensure adult learner issues are addressed and Ministry interests considered; and remain aware of stakeholder and partner perspectives.
8. Provides the Assistant Deputy Minister, Deputy Minister, Minister, and Student Finance Board with extensive advice and consultation for issues, opportunities, challenges, and strategic options associated with Alberta's learner assistance

programs and services; directs preparation of related position papers, briefing materials, reports, and action request responses.

9. Plans and directs efficient and effective use of financial resources to achieve Sector, Division, and Ministry goals.
10. Leads and develops effective team environment through direction and mentoring of staff members; leadership of the Sector management team; encouragement and facilitation of learning and skill development; and development and implementation of plans to meet future human resource needs; ensures Learner Assistance infrastructure is supported with appropriate human, financial, and technical resources.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

**The Executive Director requires extensive knowledge of:**

- Government and Ministry business plan goals and strategies relating to advanced education;
- adult learning programs, services, and service delivery mechanisms;
- best practices for business and management processes; information technology applications; and program design, monitoring, and evaluation;
- emerging issues, trends, and best practices in adult learner funding and programs;
- strategic, business, financial, and human resource planning practices, particularly as they relate to the Ministry and Government;
- the stakeholder community affected by learner assistance programs, including relevant organizations, committees, advisory groups, and representatives.

**and comprehensive knowledge of:**

- the political environment within which the Ministry operates, including sensitivity to political issues;
- decision-making processes of the Legislative Assembly, Cabinet, Caucus, Treasury Board, and various committees (i.e. Standing Policy Committee, Committee of Supply, and Public Accounts Committee);
- applicable Government and Ministry policies, functions, and processes;

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- applicable provincial and federal learner funding legislation, agreements, and policies (i.e. Canada Student Loans Act; Students Finance Act and Regulations; Grants, Donations, and Loans Regulation; Students Finance Board / Ministerial Rulings; Student Loan Guarantee Act; Skills Development Grants; Employment Insurance Act; Heritage Scholarships Act).

**The Executive Director also requires significant and demonstrated:**

- leadership skills to formulate policies, develop and articulate visions, manage complex issues, and direct diverse programs to achieve success;
- interpersonal, relationship management, and communication skills to consult and negotiate with senior stakeholder, client, and government representatives with varying perspectives, expectations, and priorities;
- influencing and conflict resolution skills to promote innovation, build consensus, and motivate others to accept and adopt new concepts;
- conceptual, critical, and analytical thinking and problem solving skills to analyze information and risks and make decisions in alignment with Ministry and Government business plan goals;
- verbal and written communication skills to develop and deliver presentations to key decision makers and stakeholders;
- organizational skills to function at the strategic level while simultaneously leading and directing staff and resources involved with specific initiatives and projects;
- professional judgement and decision-making skills;
- financial management skills;
- human resource management skills, including commitment to team building and staff development;
- commitment to continuous improvement and innovation.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The Executive Director directs and coordinates several complex activities and functions, directing an organization of over 115 employees with significant financial accountabilities. Extensive leadership ability is required to ensure the collaborative and coordinated efforts of diverse functional units that provide financial and learner assistance programs and services to a broad range of clients, partners, and stakeholders. The Executive Director relied on to ensure human, financial, and technical resources are available and appropriately allocated.

This position models a highly collaborative approach when reaching decisions and achieving outcomes, both within the Sector, Ministry, and Government and when interacting with senior representatives of other governments and client, service provider, and stakeholder organizations. Examples illustrating the extensive levels of leadership, organization, and coordination skills required include the following:

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- The re-development of the Students Finance System (SFS), a complex decision-making expert system incorporating federal and provincial criteria, legislation, and processes through which over 100,000 financial assistance applications are processed annually.

Learner Assistance staff members are impacted to a great degree by the operation of the SFS, with a number of stakeholders (including students and clients applying for financial assistance and representatives of post-secondary institutions) and service delivery partners also relying extensively on the system. This position leads significant change processes associated with the re-development initiative, including the resolution of complex issues; interpretation of objectives; direction of extensive private sector resources assigned to the project; and accountability for outcomes and deliverables.

- The resolution of complex and politically sensitive learner assistance issues.

The Executive Director provides leadership and perspective to influence decision-makers and stakeholders with diverse expectations and requirements to reach consensus regarding learner funding and learner services issues. This position also balances the competing interests of varied stakeholder groups to develop solutions in line with Ministry and Government goals and objectives. In addition, the Executive Director is relied on by senior Ministry and Government representatives to provide strategic advice to support policy development, planning, and decision-making relating to learner assistance direction and priorities.

- The negotiation and implementation of agreements with varied clients and partners.

The Executive Director requires strong leadership skills to reach agreements with financial institutions (i.e. negotiating loans administration and risk sharing agreements); the federal and provincial governments (i.e. harmonization of loan programs; initiatives to modernize and simplify approaches to provision of funding to adult learners); and other ministries (i.e. shared-service agreement with HRE), as well as to provide direction to associated working groups, teams, and committees.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Examples of difficult or challenging situations typically handled or resolved by this position include:

- Ensuring stakeholder, client, and partner perspectives and requirements and the strategic direction of the Ministry and Government are reflected in Learner Assistance business plans, operations, and initiatives. This includes ongoing consultation with partners and stakeholders to determine optimal approaches for the development and delivery of programs and to develop policy recommendations that reflect new strategic directions and priorities.

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- Remaining focused at the strategic level while solving problems and making decisions relating to Learner Assistance involvement in specific initiatives, projects, and ongoing operations. This includes leading and directing learner funding and learner services programs within a complex environment, including shared responsibility for service delivery; delivery of services through private-sector organizations such as financial institutions and contracted information technology companies; and close coordination with the federal government and other jurisdictions to deliver coordinated and harmonized financial assistance to adult learners.
- Directing the re-development of the SFS, particularly given the complexity of technology and business processes inherent in the system and the multiple stakeholders, service delivery partners, and clients relying on it.
- Developing capacity, enhancing performance, and managing knowledge transfer for Learner Assistance within budget and resource constraints. This includes developing, implementing, and continually enhancing human resource planning strategies, including staff development and succession planning, to meet current and anticipated human resource requirements and establishing a team environment for motivated and knowledgeable staff members.

The Executive Director works within a broad framework of legislation, policies, and business plans to achieve results. This position is expected to collaborate with senior Ministry and Government representatives to develop recommendations and solutions for which there is minimal precedent, including determination of new service delivery and program options that meet Ministry requirements while also reflecting the priorities and requirement of partners and clients.

Situations faced by the Executive Director are generally unstructured and approaches to solving problems are not determined, with this position expected to remain focused at the strategic level when leading the development and implementation of plans, initiatives, standards, frameworks, and best practices. The Executive Director brings a broad perspective to the resolution of complex adult learning funding issues, typically dealing with unprecedented situations that have wide impact and providing final interpretation to resolve individual student funding and operational issues. This position must also balance and reconcile the priorities and considerations of the Student Finance Board and the Ministry, which are occasionally not congruent.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Ministry Executive Team	Regular and ongoing	Participate in strategic planning and policy development; develop business plans and

		strategies; provide advice and recommendations; exchange information; collaborate on initiatives and projects; resolve issues.
Senior Government officials, including the Minister and MLAs	Regular and ongoing	Provide consultation, advice, and recommendations; resolve issues; respond to concerns and enquiries.
Chair, Student Finance Board	Regular and ongoing	Exchange information; provide recommendations; respond to enquiries.
Senior representatives from Human Resources, Finance, Information Technology, etc.	Regular and ongoing	Exchange information; collaborate to resolve human resource, financial, and technology issues and concerns.
<b>External</b>		
Senior representatives of other departments (i.e. HRE)	Regular and ongoing	Identify and resolve issues; develop strategies; exchange information; provide consultation; negotiate agreements.
Senior representatives of the federal government, as well as provincial and territorial governments.	Regular and ongoing	Resolve issues relating to loan administration; facilitate processes pertaining to joint initiatives, including those to simplify and modernize the provision of financial assistance to adult learners; represent Ministry on high profile committees and task forces.
Representatives of partner and stakeholder organizations (i.e. student leaders, officials of post-secondary institutions, student awards officers, community groups, private sector organizations, service delivery partners)	Regular and ongoing	Exchange information, with objective of gaining acceptance for Ministry objectives and bringing awareness of stakeholder issues to Ministry policy and planning processes; collaborate on major initiatives; encourage innovation; develop strategic partnerships and working relationships; interpret policies and resolve issues; negotiate agreements.

Peers in other jurisdictions and countries	Regular and ongoing	Exchange of best practices, benchmarks, issues, challenges, solutions, and opportunities relating to learner assistance programs and services.
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## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The Executive Director functions within the context of policies, statutes, directives, and guidelines developed by Alberta Finance, Treasury Board, Standing Policy Committee, and Cabinet. Key pieces of legislation and policy that set parameters and expectations for the work of the Executive Director include the Government Organization Act, Freedom of Information and Protection of Privacy Act, various provincial and federal acts and regulations, as well as policies, guidelines, and procedures established by Cabinet, the Minister, and Deputy Minister.

Long-term direction for the Learner Assistance Sector is determined by senior Ministry and Government officials, with relevant legislation, regulations, and policies providing the broad framework for operations. The work carried out is complex and affected significantly by political decisions and priorities established in the Government and Ministry strategic and business plans.

As a key member of the Adult Learning management team, the Executive Director is jointly responsible for defining and achieving Division goals and outcomes and contributing to the achievement of relevant Ministry and Government goals. The Executive Director works in a highly collaborative manner with the Assistant Deputy Minister and other members of the Ministry Executive Team to ensure integration of the learner assistance program with the Ministry business plan, operational plans, and budget. In addition, the Executive Director consults with the Deputy Minister, Minister, and Chair of the Student Finance Board to provide recommendations, exchange information, and resolve issues.

The Executive Director has primary accountability for operation of the Learner Assistance Sector, including determination of goals, objectives, and priorities; assignment of responsibilities and roles; and provision of leadership and guidance to the Sector management team. The Executive Director is expected to collaborate with senior Ministry, Government, and stakeholder representatives to develop plans, solutions, and initiatives, including development and delivery of continuously enhanced financial assistance programs and innovative service delivery mechanisms.

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The Executive Director is accountable for conceptualizing, negotiating, developing, and implementing systems and procedures that provide adult learners with financial needs assessment and issue payments that meet their requirements, while also satisfying financial and management accountability requirements relating to public funds. This position is also accountable for ensuring that regional delivery units are provided with the infrastructure and supports (including program standards, technology, information, training, and advisory services) to respond effectively and efficiently to client needs.

The ultimate impact of results achieved is significant, with policies and strategies developed by the Executive Director providing the framework for learner assistance programs and services that directly affect the ability of adult learners to access funding and information services to achieve their learning goals. This position is relied on to negotiate agreements and represent provincial interests and requirements at the federal level, with the potential for significant financial consequences for the Ministry. In addition, post-secondary institutions and other organizations, including Government departments and contracted service delivery partners, are impacted by the policy, business, and operational decisions made by the Executive Director.

Last Review / Update: 2016-03-11

# MJEP

## Benchmark Evaluation - M610-11

### Identification Section

<b>Working Title:</b>	Executive Director, Land Titles and Surveys
<b>Ministry:</b>	Service Alberta
<b>Division, Branch/Unit:</b>	Consumer Services and Land Titles
<b>Reports To:</b>	ADM, Consumer Services and Land Titles
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M610-11
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M610

### Job Summary

Reporting to the ADM, Consumer Services and Land Titles, and within the context of the Land Titles Act and the Departmental Business Plan, the position provides direction and leadership on all matters related to the delivery of Land Titles, Surveys Registrations and services to the public, corporations and the Government of Alberta.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI+3 460	F4 50% 230	F2+P 350	1040

Short Profile: A3

### Evaluation Rationale

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- **Know-How:**

- **F:** Position is responsible for overall policy and program recommendations for more effective service delivery and for development and administration of legislation relating to all functional areas. The position requires broad knowledge in land use planning, surveying and IT.
- **II+:** Leads a multi-faceted operation focusing on the delivery of a full range of land title and survey services. The position manages large resources, which include land title examiners and technologists, as well as registration agencies. Delivery of these programs involves the administration of several Acts and numerous regulations for these involving in over a million transactions a year. The push is in recognition of the planning, organizing, leading of both internal staff and external agencies.
- **3:** Manages significant staff and has regular consultation with the Law Society, Surveyor's Association, clients and stakeholders and registration agencies to ensure the smooth and effective operation of all land dealings and registries.

- **Problem Solving:**

- The position must rapidly solve emerging registration issues, develop new approaches to program delivery that balance maintenance of high levels or service expectations from the clients. Stakeholder's views are often divergent and sometimes opposing. Plans the redevelopment of the supporting computer systems.

- **Accountability:**

- **F:** The Executive Director is fully responsible for the development and delivery of these province-wide programs.
- **2+:** The push up reflects that delivery of these programs impacts a significant clientele.
- **P:** Is fully responsible for the effective delivery and the resources of these programs.

**Last Reviewed:**

Last Review / Update: 2015-02-05

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# MJEP Benchmark

## Job Description - M610-11

### Identification Section

<b>Working Title:</b>	Executive Director, Land Titles and Surveys
<b>Ministry:</b>	Service Alberta
<b>Division, Branch/Unit:</b>	Consumer Services and Land Titles
<b>Reports To:</b>	ADM, Consumer Services and Land Titles
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the ADM, and within the context of the Land Titles Act and the Departmental Business Plan, provides direction and leadership on all matters related to the delivery of Land Titles and Surveys Registrations and services to the public, corporations and the Government of Alberta. The focus of the position is on the delivery of the full range of registration services in an effective, efficient and reliable manner that provides the foundation to much of the economic activity in the Alberta economy.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Directs the activities of the Branch including: Policy Development to address new and emerging registration issues and industry expectations; Organizational Management to ensure the Branch is able to respond quickly and effectively to external pressures and policy direction; Process Improvement to ensure the resources available are utilized in the most efficient

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manner to meet new challenges; Staffing Strategies to ensure that fully trained and equipped staff are available to fill roles at all levels in the organization; and Collaborative Activities to ensure that the benefits of ongoing, or new partnerships with other organizations are leveraged wherever possible.

Directs the redevelopment of the computer systems supporting the registration function by ensuring the direction taken supports both the current and future requirements of the registration service, provides the flexibility and adaptability necessary to address emerging demands, and continues the established tradition of excellence in service and reliability of the register that users have come to expect. This ensures that the examination/registration processes utilized in the Torrens system of Land Registry in Alberta are supported by efficient, effective, secure, reliable and easily maintainable computing systems.

Provides high quality policy advice with respect to land registration issues affecting the real estate, and banking/lending industry operating in Alberta. This ensures that policies addressing current issues such as Mortgage Fraud, electronic access to information, and electronic submission of registration requests are, reviewed with stakeholders and put into place through legislation or policy to address these issues.

Participates with other agencies in activities designed to provide easy access to universal and reliable information relating to land to the public, industry and other government agencies. These actions help ensure that the land-related data (of which title status is a primary form of data) is managed in a manner that facilitates the sharing, exchange and dissemination of this data in a cost effective, consistent manner.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Extensive knowledge of the numerous Acts and regulations, programs and policies related to the operation of a Torrens Land Titles System in Alberta.

Knowledge of budgeting, accounting and new management principles; research and review techniques; consultation principles; public speaking; report writing and team building processes.

Knowledge of computing systems, system development processes, project management and control, and the practical and long-term application of systems to business practices.

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A related university degree or advanced degree. Professional designation in a field related to public management or activities and certification or extensive training at the Executive Manager level, supplemented by several years of progressively responsible experience in the management of large, complex organizations with a strong client service focus.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Position coordinates and organizes Branch actions by providing direction to ensure they are consistent with the overall direction of the Government of Alberta and the Department's Business Plan.

Position liaises with primary business stakeholders, other agencies and staff to develop and maintain relationships that ensure the service is responsive to stakeholder needs, consistently delivered across the province, and that staff are provided with the training and other resources necessary to ensure quality service is delivered to clients.

Position must develop and implement new policies dealing with emerging issues related to moving to an all electronic operating environment. This includes policies dealing with access to and use of electronic data, ensuring a level playing field for all users of data, and the protection of personal information through good information management practices.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Position is expected to develop new approaches, leading edge in some areas, to program delivery that balance maintenance of high levels service expectations from clients, with government expectations of higher efficiency and effectiveness of program delivery and the dynamics of staffing and budget parameters.

The stakeholder's views are often divergent and sometimes opposing. The development of new, win-win opportunities is often critical to making progress in discussions.

Some past difficult problems involved the four way partnerships required to facilitate the movement of the paper-based surveys registration system to a fully electronic system, where continued participation was voluntary and based primarily upon the perceived benefits to the participants.

## Relationships/Contacts

(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Minister/Executive management	Weekly.	Directions carried out effectively. Useful advice and information on GoA policies and processes. Support for program initiatives and Executive approval where required.
Departmental management staff	Daily.	Teamwork, cooperation and collaborative problem solving. Joint support of departmental initiatives.
Department staff	Daily.	Communication, information, support and encouragement. Effective execution of delegated responsibilities.
<b>External</b>		
Law Society, Surveyor's Association and other Professional Stakeholders	Monthly.	Consultation, and clear, two-way communication of government interests and professional/stakeholder issues. Support for program initiatives.
Clients/Stakeholders	Weekly.	Prompt, effective, efficient and reliable registration services. Clients who feel that they have received value in their dealings with Land Titles and Surveys.

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Registration agencies in other provinces/territories	Monthly.  Annually.	Communication, issue and solution sharing, collaboration on resolving common problems or issues.  Meets with Land Titles Officials (CCLTO) to report on activities and share information. Quarterly conference calls to maintain current understanding of issues and emerging trends.
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## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

The Executive Director is responsible for over 1 million registration decisions that deal with the full range from individual homes to cross jurisdictional deals worth millions of dollars. These transactions are critical to the smooth and effective operation of all land dealings in Alberta, and serve as the security underpinnings for most major economic transactions in the province. The availability of a system of reliable land ownership information and security in real property for major economic transactions are critical to the operation of a stable, efficient economy.

Under the Torrens Land Titling System, title accuracy is guaranteed by the Province of Alberta, and the costs related to losses or errors is borne by payments from General Revenue. Errors and claim rates are low, but the system guarantees in transactions valued in excess of \$200 Billion.

Last Review / Update: 2015-02-06

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# MJEP

## Benchmark Evaluation - M610-10

### Identification Section

<b>Working Title:</b>	Director, Assured Income for Severely Handicapped (AISH) Delivery
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Assured Income for Severely Handicapped (AISH) Delivery
<b>Reports To:</b>	ADM, Income Support for Persons with Disabilities
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M610-10
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M610

### [Organization Chart](#)

(requires login)

### Job Summary

Reporting to the Assistant Deputy Minister, Income Support for Persons with Disabilities, the Director of AISH Delivery has responsibility for providing overall leadership in the planning, development and delivery of the AISH program throughout the province. The position ensures the appropriate human, systems and financial resources are in place to support the provincial delivery of AISH in both urban and rural locations. This position plays a key role in linking with the AISH program and policy area to ensure effective policies and practices are in place. The Director identifies AISH delivery issues and perspectives for consideration in Ministry strategic planning.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII+3 460	F4 50% 230	F2+P 350	1040

Short Profile: A3

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## Evaluation Rationale

- **Know-How:**

- **F:** Position requires extensive knowledge of diverse practices and related legislation, regulations and policies governing the AISH program and related provincial legislation that interfaces with the AISH program.
- **II+:** Manages the planning, organizing, and integrating of diverse stakeholders within and outside the ministry engaged in developing and implementing complex strategies and programs related to emerging health promotion and prevention issues. Position manages a large staff handling an extensive client base.
- **3:** Service delivery of a large complex, visible program in both urban and rural locations, and developing partnerships with other ministries requires well developed human relations skills.

- **Problem Solving:**

- Thinking is within a general frame of reference bound by legislation that must be responsive to a wide range of client needs throughout the province, and is responsive to the recommendations of the AISH review. While the position works with other department programs and ministries to identify opportunities for creative program development and delivery, it is not a key purpose of the position to develop unique solutions to problems.

- **Accountability:**

- **F:** Position is guided by broad business goals and objectives. Position operates independently, performance is reviewed annually by the ADM.
- **2+:** Position has a high results orientation. The push recognizes that the results are externally focused and impact a significant segment of provincial AISH clients who receive assistance through the program. Impact is also on federal/provincial/territorial jurisdictions in terms of the development of long-term directions and strategic options for national and provincial income support programs for persons with disabilities.
- **P:** The Director is fully responsible for effectively delivering the AISH program throughout the province. Position has high visibility and significant political sensitivity.

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**Last Reviewed:**

Last Review / Update: 2015-04-13

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# MJEP Benchmark

## Job Description - M610-10

### Identification Section

<b>Working Title:</b>	Director, Assured Income for Severely Handicapped (AISH) Delivery
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Assured Income for Severely Handicapped (AISH) Delivery
<b>Reports To:</b>	ADM, Income Support for Persons with Disabilities
<b>Levels to D.M.:</b>	2

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### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Assistant Deputy Minister, Income Support for Persons with Disabilities, the Director of AISH Delivery has responsibility for providing overall leadership in the planning, development and delivery of the AISH program throughout the Province. The Director ensures the appropriate human, systems and financial resources are in place to support the provincial delivery of AISH in both urban and rural locations. This position plays a key role in linking with the AISH program and policy area to ensure effective policies and practices are in place. The Director identifies AISH delivery issues and perspectives for consideration in Ministry strategic planning.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Lead a team of managers and professional staff to direct, monitor and evaluate the delivery of the AISH program and policy within the province to ensure efficient, effective and economical delivery of services.

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Provide leadership in strategic and operational planning and in the effective management of fiscal, human and information management resources to ensure appropriate use of resources in meeting business plan objectives.

Provide leadership in implementing leading practices and identifying opportunities for improvement in the delivery of the AISH program. Provide strategic options, sound advice and recommendations to the ADM concerning the need for new or enhanced services based on evidence-based research, trends and local issues. Provide information on provincial delivery trends that impact fiscal and program planning. Coordinate and conduct environmental scanning and promote it as an essential activity for all delivery staff.

Establish provincial direction of the AISH program based on departmental priorities, goals, values, mission and program initiatives through the development of regional and worksite plans. Ensure group-planning processes and staff involvement through established committee and task forces as well as team meetings, worksite meetings, etc. Develop program budget that enables the effective and efficient management of human, budgetary and material resources for AISH delivery in urban and rural offices throughout the province. Ensure the early identification of variances, trends, options and impacts through monthly forecasts and take corrective action as required. Ensure the equitable distribution/allocation of budgets and staffing resources.

Monitor service delivery for the AISH program through the evaluation of data, review of costs, etc. Plan improvement in service delivery systems and service orientation. Set goals and priorities in order to deliver results consistent with government direction, department objectives and public expectations. Develop partnerships with other ministries to ensure coordination and collaboration of delivery services for persons with disabilities. Lead management and staff in collaborating with other areas of the ministry to ensure coordination of services for AISH clients and efficiencies with other areas such as Housing Services, Office of the Public Guardian, Persons with Developmental Disabilities Boards and Seniors Services. Support service delivery teams that collaborate and coordinate with key community stakeholders concerning the AISH program. Most local communities have associations and agencies to advocate for and support AISH clients and other Albertans with disabilities.

Develop and maintain positive and collaborative relationships with Boards, Bands and Authorities to keep aware of their AISH delivery issues and needs. Aboriginal Peoples, Child and Family Services Authorities and Regional Health Authorities are examples of community partners. Encourage an understanding of the department's role as a member of the community.

Negotiate, monitor and evaluate contracts with individual service providers. For example, contracts with medical consultants to assess complex cases for eligibility. Translate and adapt the needs of AISH clients and stakeholders into relevant policy

frameworks and strategies. Shift operational priorities to meet new challenges presented by changes recommended by the AISH Review.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Understanding of leadership theory and principles. Proven ability to apply leadership and management practices to integrate the planning, operations and reporting functions with evolving resource needs.

Proven ability as a leader that enables staff to achieve results and to develop and build organizational capacity.

Ability to lead strategic initiatives, manage change and achieve positive results.

Experience in managing fiscal, human and information management resources, including reallocating resources as required.

Understanding of complex organizational systems and how they function. Well-developed strategic and analytical thinking skills.

Proven ability to effectively communicate.

Ability to identify original and innovative solutions to issues.

Understanding of client services.

Ability to develop strong, successful working relationships and partnerships with stakeholders to ensure efficient and effective results.

Thorough understanding of legislation, regulations, policies and guidelines governing the AISH program and related provincial legislation that interfaces with the AISH program. Authorities and regulations governing provincial administrative processes.

Master's degree preferred, or at minimum a Bachelor's degree, in business, economics, or social sciences.

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Significant senior program and management experience in human service programs.

Demonstrated experience managing significant financial resources, human resources and contracted services.

Demonstrated experience in delivery services.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Strong leadership skills to provide direction to diverse groups and to influence outcomes that support organizational goals and objective.

Strong conceptual, analytical and problem-solving skill. Highly developed critical thinking skills. Ability to identify key issues and develop solutions.

Creativity in developing innovative and feasible options and strategic solutions to service delivery challenges and issues.

A strategic thinker.

Strong communication skills, both verbal and written.

Ability to work independently or as part of a team, with a broad spectrum of people at all organizational levels.

Flexibility and the ability to work in an environment with changing priorities and short timelines.

Time management and organizational skills. Ability to take on multiple tasks, prioritize and produce quality results.

High level of self-management with strong results orientation.

Political sensitivity and the ability to maintain a neutral and objective approach.

## Problem Solving

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**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

With the inclusion of AISH in Seniors and Community Supports, there are many new opportunities available to review the values and principles of the AISH program and how it integrates with other programs. There are no past practices and guidelines to rely on with the disentanglement of AISH from the old 'income support world'. The Director will be required to design the delivery system within broad concepts. How the delivery system for AISH will work in a collaborative way with PDD, OPG, Housing Services and other department areas is unknown at this time. The Director will have to work within an unknown environment and begin to build the reality as time goes by.

The implementation of the approved changes to AISH as a result of the AISH Review will significantly change the way AISH is delivered. For example, the provision of supplementary benefits will mean the development of new processes for assessment at the delivery level and new systems (IT, financial tracking) to support these processes. Staffing allocation models require review. The impact will be felt across two departments and impact both AISH and Income Support clients. While changes are being implemented, clients must receive seamless service. Disentangling the delivery system from AHRE will require new approaches and methods to ensure uninterrupted service for clients and support for staff during a time of change, particularly in small rural offices where shared services exist.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
ADM, Income Support for Persons with Disabilities	Ongoing.	ADM has the advice and support required.
Director, AISH Program and Policy	Ongoing.	Liaise between field and policy.
Manager, Financial Management Services	Ongoing.	Accuracy in budgeting, financial management.
Directors and Managers of other delivery systems within the Ministry	As required.	Collaboration of services.

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Director, Human Resources	As required.	Strategic human resource plan.
<b>External</b>		
MLAs	As required.	Assist in resolution of challenges for AISH clients.
Other departments	As required.	Collaboration of services.
Community stakeholders	As required.	Local groups have a chance to voice concerns.
Aboriginal Bands and Communities	As required.	Resolve local delivery issues.
Authorities and Boards	As required.	Collaborative delivery processes.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The Delivery Services budget for 2004/05 is \$408M. The Director directly supervises 2 area senior managers who are responsible for approximately 220 staff.

The Director will be challenged with the transition of AISH delivery services to Seniors and Community Supports from Human Resources and Employment as well as changes to legislation policies/procedures that have delivery implications (For example the implementation of the approved recommendations from the AISH Review).

The characteristics of and impacts on the over 32,000 clients of the AISH program, bodies who manage AISH recipients on behalf of the government, municipalities and disability groups must also be taken into account when dealing with specific AISH delivery issues. Health and Wellness, Human Resources and Employment and Justice are the provincial ministries most often affected by AISH service delivery developments. The impact of AISH clients on other Ministry's programs and legislation and legislative changes also need to be taken into consideration by the Director.

The Director requires a broad knowledge based on all aspects of the complex reasons that people require AISH, as issues may arise in a wide range of areas. The development of program directions and implementation of delivery services requires that the Director work together with colleagues throughout the Ministry, AISH clients, agencies, organizations, and other stakeholders in the community, as well as staff from other government ministries, other levels of government, and members of the legislative process.

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The Director will have the freedom to reallocate and shift resources between work-sites and regions, however, would not have the authority to actually close down a delivery site. The closure of offices involves scoping out the impacts and looking at political ramifications. Recommendations would be made to the Minister and Deputy Minister through the Assistant Deputy Minister.

The Director works closely with the Director of Program Policy to share delivery trends and issues and determine if policy changes are required. The Director of Program Policy will develop an implementation plan for new policies and the Director of Delivery will operationalize the policy in the field, ensuring consistency and best practices are in place. Operationalization of new policy has to take into account the differences between large urban offices and small rural offices.

The Director will need to ensure that practices and procedures are consistent with those in the other region(s) in the province. For example, the client needs to receive the same level of service at all worksites.

Attention to budgeting forecasting and reporting is essential to the public trust and to meeting the targets of the department. AISH is a mandated program and costs must be managed to ensure clients who need the program have access. Delivery processes, training and best practices to minimize administrative errors are important to enable the program and the department to meet its bottom line. AISH is a very visible program.

Last Review / Update: 2015-04-13

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The logo for the Government of Alberta, featuring the word "Alberta" in a stylized, cursive script font, followed by a small square icon containing a stylized 'A'.

# MJEP

## Benchmark Evaluation - M610-20

### Identification Section

<b>Working Title:</b>	Executive Director, Field Operations
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Parks and Protected Areas
<b>Reports To:</b>	Assistant Deputy Minister
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M610-20
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M610

[Organization Chart A](#)

[Organization Chart B](#)

(requires login)

### Job Summary

Reporting to the Assistant Deputy Minister, Parks and Protected Areas Division, the Executive Director of Field Operations is responsible for leading and directing the delivery of provincial parks programs and operations across all of Alberta with the exception of Kananaskis Country which has its own Executive Director. This position supervises six senior managers located in regional office locations covering Alberta's provincial land base.

The position directs the day to day operations of the provincial parks program delivery which includes ensuring budget targets are met and appropriate financial and contractual controls are in place, law enforcement and public safety, heritage protection, maintenance, capital infrastructure and development, and area administration. The total field operations budget is over \$20 million and with a capital infrastructure budget in excess of \$12 million in 2007-08.

### Evaluation

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Know-How	Problem Solving	Accountability	Total Job Points
FII+3 460	F4 50% 230	F2P 304	994

Short Profile:

A2

## Evaluation Rationale

### Know-How:

- **F:** The position requires extensive knowledge of legislation, acts, and regulations as they pertain to Parks and Protected Areas. The ability to translate business goals into strategic and program delivery initiatives is required, as well as understanding the political environment surrounding the use of park land.
- **II+:** The position is responsible for leading and directing the delivery of provincial parks programs and operations across Alberta with the exception of Kananaskis Country. The II+ identifies the diversity and complexity of the park land base, which includes national historic sites, a UNESCO world heritage site, inter-provincial parks, ecological reserves, and flagship parks. Within each of these parks and sites, there are a vast array of issues, ranging from conservation and enforcement to overnight recreational use, hunting and grazing rights, the operation of businesses, and heritage protection.
- **3:** Position requires conflict resolution, mediation and negotiation skills to resolve the diverse types of problems that arise when managing various park land. As well, the position must foster relationships and develop partnerships with universities, businesses, stakeholders, non-profit organizations and volunteer groups to enhance the delivery of ministry goals.

### Problem Solving:

- A key purpose of this position is to come up with unique solutions to complex issues surrounding the management of parks and protected areas throughout the province. The position must achieve a balance between many competing interests and complex issues that exist regarding the land base and park operations, such as balancing the needs of businesses (hotels, restaurants) operating within the park with the need for heritage appreciation and protection of natural resources. Hunting, grazing, leasing of cottages, the geographic dispersion of summer staff across the province, and maintenance are a few examples of the types of issues the position must manage.

### Accountability:

- **F:** The position is the most senior field operations position for Alberta's parks and protected areas. It coordinates and organizes the workload of six regional managers across the province for the delivery of all programs and services provided in the parks system.
- **2:** Position's actions affect all staff within Alberta's provincial parks with the exception of Kananaskis Country, which in turn affects visitors to the parks.
- **P:** As the operational head for the parks system province-wide this position has direct and controlling impact on the operational staff within the Parks and Protected Areas division.

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**Last Reviewed:**

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Last Review / Update: 2016-03-11

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# MJEP Benchmark Job Description - M610-20

## Identification Section

<b>Working Title:</b>	Executive Director, Field Operations
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Parks and Protected Areas
<b>Reports To:</b>	Assistant Deputy Minister
<b>Levels to D.M.:</b>	2

## Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting directly to the Assistant Deputy Minister, Parks and Protected Areas Division the Executive Director of Field Operations is responsible for leading, directing and controlling the delivery of provincial parks programs and operations across all of Alberta with the exception of Kananaskis Country which has its own Executive Director. This position directly supervises six Senior Managers located in regional office locations covering Alberta's provincial land base with the exception previously noted.

This position directs the day to day operations of the provincial parks program delivery which includes financial, law enforcement and public safety, heritage appreciation, heritage protection, maintenance and capital infrastructure and development and Area Administration. The total field operations budget is over \$20 million and with a capital infrastructure budget in excess of \$12 million in 2007-08.

This position ensures that budgets targets are met and that appropriate financial and contractual controls are in place. All decisions and direction must be consistent with pertinent legislation, policies and procedures applicable to the PPA division.

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The focus of this position is to ensure the effective delivery of field operations by supporting the Area Managers and ensuring consistency in program and policy delivery across the province.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

1. **Program Delivery** - Leadership and direction are provided to managerial, administrative, professional and technical staff to ensure effective delivery of the following park programs: Heritage Appreciation, Heritage Protection, Public Safety, Infrastructure Management, Enforcement and Administration.  
Provides strategic direction on program priorities and strategies for excellence in service delivery.  
Co-chair the provincial parks managers committee overseeing the development of policy and directions statements.  
Implement employee safety measures and that JWHS Committees are in place to ensure safe working conditions.
2. **Strategic and Systems Planning** - Effective, timely and professional strategic, business and operational direction is provided to Area Managers and their Team leaders for the delivery of appropriate policy and legislative.  
Provides direction on key management planning projects within the area.  
Ensures that capital plans are developed in accordance with divisional guidelines.  
Ensures that priorities are set which meet agency business plan goals.  
Identifies program needs through appropriate internal processes.  
Work closely with budget officers, controllers and financial program staff to ensure the delivery of park operations and programs is achieved within fixed budget targets.
3. **Interagency and Service Planning** - Represents the department on divisional, and interdepartmental committees and effectively contribute to end products of such committees.  
Ensures that PPA and/or agency interests are effectively communicated and considered.  
Negotiates responsible outcomes for the department.  
Resolve complex and sensitive issues.  
Interagency and service planning.  
Strategic and long range planning.  
Negotiate details of Memorandum of Understanding between the Department of Sustainable Resource Development and Alberta Tourism, Parks, Recreation and Culture.
4. **Legislation** - Responsible for compliance with all guiding legislation (Parks Act, Wildlife act, Financial Administration Act, Fisheries Act etc.) and Departmental policies and procedures. All area and district staff are aware of their responsibilities in this regard.

Ensure appropriate development and effective implementation of the appropriate parks and protected area legislation.

5. **Issue Resolution** - Problem solving through the appropriate allocation of resources within the area. Liaison with public advisory groups, municipalities, MLAs, PPA and CD executives, local law enforcement agencies and other special interest groups is key to address issues and ensure Alberta Parks and Protected Areas are managed to PPAs strategic direction.
6. **Public Consultation** - Advise field managers on public involvement process for all relevant Area matters. Reviews client/stakeholder and public feedback on PPA services, plans and direction.
7. **Program Support** - Divisional administration including personnel programs, training, and safety programs are managed effectively and in accordance with applicable legislation and ACD administrative procedures.
8. **Internal Communications** - Effective communication and team building with area, district and headquarters staff through:
  - Timely preparation of briefing notes and action requests.
  - Full participation in PPA Executive Committee and field level management committees.
  - Initiates frequent formal and informal communication with Area Managers and district staff.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Thorough understanding of government policy, direction and program expectations. Working knowledge of both department and service business programs goals and objectives and be able to translate these into strategic and program delivery initiatives.

Extensive knowledge of applicable legislation including the Provincial Parks Act, Wilderness Areas, Ecological Reserves, Natural Areas and Heritage Rangelands Amendment Act, Disposition Regulations, Fees Regulations, Water Act, Historic Resources Act, Public Lands Act and Occupational Health and Safety legislation.

Extensive management experience and demonstrated success in leading a diverse groups of managers, professional and technical staff in meeting business unit goals.

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Demonstrated effective communications skills, project management skills and proven ability to work with senior management and executive.

Demonstrated skills in problem solving, decision making, conflict resolution, mediation and negotiation are required.

Understanding of the goals and objectives of the division and the department, political environment and how the government structure functions.

Extensive knowledge of departmental policies and procedures, including human resources, financial administration, FOIP, communications and legislative processes.

Degree in Natural Sciences, Resource Management, Public Administration, combined with progressive levels of experience in park management or recreation management. A combination of equivalencies would be considered.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

This position must lead, coordinate and organize Parks and Protected Areas activities by providing direction and/or advice to staff on all relevant policies procedures and legislation while ensuring that programs are delivered consistent with department and government direction. Strong conceptual development and analytical skills are required. Ensure consistency in the delivery of park programs and resources across the province with the exception of Kananaskis Country. The diversity and complexity of land base, which includes national historic sites, a UNESCO world heritage sites inter-provincial parks and flagship parks requires the incumbent to have strong communication, mediation and negotiation skills to resolve complex issues with a wide variety of stake holders and special interest groups. Developing positive relationships with other government departments, the public and interest groups is essential for the delivery of all area programs. Specifically, the incumbent must foster relationships and develop partnerships with Universities, Colleges, stakeholders, non-profit organizations and volunteer groups to enhance the delivery of departmental goals.

## Problem Solving

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**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Creative approaches are necessary to resolve conflicting perspectives in a balanced manner. A key purpose of the job is to come up with unique solutions to complex issues. The six regional Areas under this positions area of responsibility includes a wide range of Provincial Parks, Wildland Parks, Ecological Reserves, Natural Areas and Provincial Recreation Areas, with over 7 million visitors to these parks annually. Additionally, grazing, hunting and many recreational business opportunities occur in these highly complex sites resulting in the need to balance preservation with resource use and conservation. The Executive director must achieve a balance between many competing interests and complex issues that exist regarding the land base and park operations; solutions must be achieved and implemented where there is not necessarily a correct answer. A significant part of the job is devising new approaches, techniques and methods to resolving operational issues and challenges.

A combination of approaches to address strategic problems must be evaluated on a regular basis regarding the delivery of park services to ensure that the Alberta public is receiving the best value and quality for services provided.

Deteriorated infrastructure requires innovative and reasoned approaches to ensure that all capital projects are implemented on a priority basis as the number of projects exceeds available resources.

Oversight of a variety of leases (cottage, commercial, grazing) is required on regular basis. Balancing the requests of the lessees and the mandate of the agency is challenging due to policy and planning gaps and precedents while ensuring PPA's mandate is being upheld. Understanding the political and economic climate of the province is essential in making decisions on these matters. Consultation with political leaders and Departmental executive is essential in achieving favourable outcomes.

The geographic dispersion of staff, clients and the land base being managed requires the Executive Director to resolve many issues with little or no face-to-face or personal contact.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
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Internal		
Professional, technical and administrative staff	Weekly	Program and priority direction.
Site Managers	Monthly	Projects leadership and direction.
Area Managers	Weekly	Advice and consultation.
ADM/Directors	Daily	Input and recommendations.
DM	Monthly	Input and recommendations.
Minister	As Required	Input, advice and recommendations.
External		
Lease Holders	Monthly	Program and policy interpretation.
Volunteer Organizations	Monthly	Program and policy interpretation.
Contractors	Monthly	Program direction.
Municipal Representatives	Monthly	Information exchange.
MLA's	Monthly	Information exchange and advice
Other Departments and Agencies	Weekly	Information exchange.
National Parks Agencies (Federal and Provincial)	Monthly	Information exchange.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

The Executive Director of Field Operations has province wide responsibility (with the exception of K Country) for coordinating and organizing the workload of six separate management covering all provincial parks field staff and the delivery of all programs and services provided in the parks system. In addition, this position is responsible for the recapitalization and development of new capital development in the parks system.

Work is performed which is both internally and externally focused and affects a large and significant clientele.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M610-21

### Identification Section

<b>Working Title:</b>	Executive Director, Technology Solutions
<b>Ministry:</b>	Service Alberta
<b>Division, Branch/Unit:</b>	Technology Services
<b>Reports To:</b>	ADM, Technology Services
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M610-21
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M610

### Job Summary

Reporting to the ADM, Technology Services, the position provides leadership and management in the delivery of shared services of corporate applications and infrastructure to all of the APS in areas of government mainframe, help desk, desktop support, service and storage and utility services. With over 300 staff delivering services to all APS ministries, this position will identify opportunities and best practices in creating cross ministry efficiencies. Key to this position will be relationship building with clients providing leadership solving complex service challenges. This position is also a key member of the Technology Services management team.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII+3 460	F4 50% 230	F2P 304	994

Short Profile: A2

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## Evaluation Rationale

- **Know-How:**

- **F:** This position requires an in-depth knowledge of the business operations of APS and ministries and their programs that includes policies, programs and applications to be able to supply core business services effectively and efficiently. Deep experience in ICT knowledge and knowledge of shared services models including performance measures and innovative approaches to complex and diverse problems that include a wide variety of services and how they support program delivery.
- **II+:** The position manages the development, resources and delivery of service support activities to all ministries ICT for information and communications technology. Collaborates with ministries to identify opportunities for business transformation, improvements and further efficiencies. The push is to recognize the diversity of the program areas and varied technology needs of ministries.
- **3:** The position is responsible to lead change to define and implement an alternative service delivery approach for the GOA. This involves negotiating innovative complex solutions to consolidate, standardize and refresh the government's information and communications technology and infrastructure.

- **Problem Solving:**

- Position is responsible for determining the new delivery model and costing structure for services, while balancing the ministries needs with APS needs and private sector organizations involved in the delivery of contracted services to ministries. There are many stakeholders and reaching collaborative solutions is challenging.

- **Accountability:**

- **F:** The position is guided by broad functional direction. Position is accountable to develop collaborative solutions that meet the needs of all stakeholders.
- **2:** The position is responsible for the operational component for the GoA IT that affects all ministries for core services like desk top support, help desk, server and storage to all ministries.
- **P:** The position is responsible for providing the services and meeting customer service satisfaction levels while meeting the ministries cost efficiency and effectiveness goals.

**Last Reviewed:**

Last Review / Update: 2015-02-05

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# MJEP

## Benchmark Evaluation - M610-09

### Identification Section

<b>Working Title:</b>	Executive Director, Master Agreement and Negotiations
<b>Ministry:</b>	Health
<b>Division, Branch/Unit:</b>	Health Workforce
<b>Reports To:</b>	ADM, Health Workforce
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M610-09
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M610

### Job Summary

Reporting to the Assistant Deputy Minister, Health Workforce, the position provides leadership and services to the Master Agreement Committee, Secretariat and the Physician Services Committee and fosters the continuous integration of the core areas of the agreement. Maintains an overview of the policy and operational decisions taken by each committee and ensures the financial implications are appropriately represented. Manages the insured services provided by four allied professions (Chiropractic, Optometry, Podiatry, Dental surgeons) and administers the Cleft Palate and OMDS programs. Provides expertise in determining bargaining and compensation strategies, identification of health industry trends and issues, contract evaluation and design, and relationship building.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII+3 460	F4 50% 230	F2P 304	994

Short Profile: A2

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## Evaluation Rationale

- **Know-How:**
  - **F:** Requires expert knowledge of multi-party health agreement models, negotiations, mediation, dispute resolution, facilitation, contract agreement writing, and extensive knowledge of financial planning, costing and funding methodologies, health system compensation models, design and payment systems for physicians and other health care providers.
  - **II+:** The pull up recognizes the leadership provided to integrate the needs of all parties and directly supervise a group of professionals that provide research to prepare for negotiations. Responsible for translating strategy into operational plans and actions, information sharing undertaking initiatives key to fulfilling division/department missions and values.
  - **3:** Responsible for negotiations and relationship management with Allied Health Professionals, provides advice and guidance and manages a group of professional staff.
- **Problem Solving:**
  - The thinking environment is characterized by strategic tri-lateral negotiations, redevelopment of fee-for-service payment schedules and monitoring for issues and variances in all constituent parts of a large provincial budget. Problem solving requires research and analysis of complex, multi-dimensional issues with long-range impacts on significant, influential clients.
- **Accountability:**
  - **F:** The position is guided by broad business goals, ministry mandate and health needs to reach an agreement.
  - **2:** The fee schedule in the agreements reached sets the rates for the physicians and four allied groups
  - **P:** The primary role is the management of a program (payment schedule) that impacts province-wide health care clients through negotiating and establishing the fee schedule,

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### Last Reviewed:

Last Review / Update: 2016-03-11

# MJEP Benchmark

## Job Description - M610-09

### Identification Section

<b>Working Title:</b>	Executive Director, Master Agreement and Negotiations
<b>Ministry:</b>	Health
<b>Division, Branch/Unit:</b>	Health Workforce
<b>Reports To:</b>	ADM, Health Workforce
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Master Agreement and Negotiations (MA&N) Branch supports Alberta Health and Wellness by fostering and continually improving the integration between the four core program areas of the Master Agreement; leading the preparation of recommendations for the Minister and Master Committee relating to the Master Physician budget management processes; and ensuring integrity of the Master Agreement through:

- Master and Secretariat Committee management, reporting and decision support.
- Master Physician budget management (\$1.65 billion in 2005/06).
- Inter-committee coordination.
- Inter-committee communication and reporting.
- Master Agreement compliance management.
- Preparing for and participating in financial negotiations to reopen the agreement in 2005/06 and 2008/09.

The MA&N Branch supports AHW in implementing the Physician Services Strategic Agreement through:

- Representing the department on the Physician Services Committee and Secretariat Committee and their subcommittees.
- Managing Physician Services committee processes.
- Managing the Physician Services budget (\$1.5 billion in 2005/06).
- Expenditure and utilization reporting for insured services and local primary care initiatives.

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- Establishing a strategic direction for the fee-for-service system and for the interrelationship between fee-for-service, alternate relationship plans and physician agreements respecting insured services.

In addition, the MA&N Branch manages the insured services provided by four allied professions (Chiropractic, Optometry, Podiatry, Dental surgeons), and administers the Cleft Palate and OMDS programs on behalf of the Department.

This role provides leadership and expertise in determining bargaining and physician compensation strategies, proactively identifying industry trends and issues, and building relationships and strategic alliances to support contract negotiations and administration. Negotiating, managing and evaluating the effectiveness of contracts/agreements, and in the design, implementation and evaluation of innovative physician compensation strategies.

As a member of the Division Management Team, support integration, information sharing and strategic initiatives that are key to fulfilling the mission of the division, and the vision/mission/ values of the department. The key focus in this area is on the critical areas of the Trilateral Agreement, and ensuring that the department's perspectives are represented when strategic changes are contemplated.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

### 1. Successful renegotiation of the Master Agreement.

Activities include:

Develop budget options with respect to this significant budget of \$1.65 billion in 2005/06.

Ensure that strategic objectives are developed and communicated to Public Sector Compensation Subcommittee, SPC and Agenda and Priorities.

Oversee environmental scanning, costing, evaluation and partner consultation to determine bargaining strategies.

Propose strategies and participate in their development.

Establish the Negotiations Team, and serve as spokesperson as appropriate.

Ensure that administration is in place to support the negotiations.

Work with Legal and Legislative Services to resolve any legal issues that arise in the course of the negotiations.

During negotiations, serve as one of the team members.

Initiate timely collection, analysis, technical research and data collection to support strategy development and sound bargaining positions pursued during negotiations.

Identify key bargaining objectives.

Validate policy and other ramifications of objectives and tactics.

**2. Contracts/agreements are implemented as negotiated and within budget.**

Activities include:

Manage, monitor and evaluate the financial contract provisions negotiated.

Manage, monitor and evaluate all other aspects of the agreements to ensure the outcomes meet the spirit and intent of the agreement, as well as government objectives and priorities.

Maintain positive working relationships and effective communication with partners, taking a problem solving approach to issue resolution.

Develop appropriate systems for monitoring financial variances, identify these variances, and bring them to the attention of the ADM on a timely basis.

Propose solutions to the ADM for dealing with contract/agreement issues as they arise.

**3. Constructive and credible business relationships are established and maintained with stakeholders.**

Activities include:

Work with stakeholders to promote AHW objectives and priorities, attempt to gain consensus where possible.

Co-chair the Physician Services Committee, one of the senior entities of the Master Agreement, and represent the department's perspective, understanding concepts involved, negotiating issues as they arise, and facilitating consensus as required.

Develop policy to support PSC and its Subcommittees.

Provide support to the Secretariat and the Master Agreement Committee and ensure that their processes are effective, decisions are implemented, and decision-oriented materials are available for their consideration.

**4. Successfully redeveloped Schedule of Medical Benefits (SOMB).**

Activities include:

Maintaining a database of information on the application of the SOMB.

Modeling potential changes and their implications on overall budget.

Preparing options for negotiations.

Successfully concluding negotiations with a new SOMB satisfactorily to AH&W, the AMA, each of the AMA's sections of medicine, and the RHAs.

**5. A valued member of the division, of AHW and Government of Alberta teams.**

Activities include:

Provide all aspects of management to the MA&N Branch and its team including recruitment, coaching, development, performance management, etc.

Prepare the branch budget and operational plans, and ensure that all team members work within them.

Work with the ADM and other Directors on divisional processes and priorities.

Work with colleagues on project teams and initiate sharing of information of mutual interest.

Develop and coordinate the preparation of briefing notes, background material and required information to keep the ADM, DM and Minister, and other government representatives informed.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

### Knowledge:

- Expert knowledge of facilitation, mediation, negotiations and alternative dispute resolution.
- Strong expertise in financial planning, costing methodologies and budgeting.
- Expert knowledge of program/funding evaluation tools and techniques.
- Expert knowledge of compensation models, design and payment systems, preferably for physicians and other health care providers.
- Expert knowledge of contract/agreement development and writing.
- Solid knowledge of the agreement administration and negotiation processes for service providers.
- Broad knowledge of business and management theory and practice, including planning, resource planning and budgeting.
- Knowledge of program design and the design of criteria, policies and procedures.

### Skills:

- Highly skilled in building credible business relationships with stakeholders and reaching agreement on courses of action.
- Strategic planning and an ability to translate strategy into operational plans and actions.
- Excellent research, analytical and problem solving skills.
- Negotiations, mediation, alternative dispute resolution and facilitation skills.
- Excellent ability to convey complex concepts, issues and options for resolution to key decision-makers.
- Able to work effectively in high conflict situations.
- Contract management skills.
- Able to build and lead a team as well as be a team player.
- Excellent verbal and written communication skills.
- Strong project and performance management/improvement.

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**Education:**

- Master's degree in health administration, public administration, economics or business or an equivalent combination of education and experience preferred.

**Designation/Certification:**

- None.

**Work Experience:**

- Extensive experience in negotiations and facilitation, preferably in the health care industry, and in particular with physicians and/or health providers.
- At least 10 years experience in managing people and budgets.
- Several years experience in a multi-stakeholder environment where the stakeholders have divergent agendas/goals.
- Extensive experience in financial analysis and budgeting, especially dealing with large budgets in the public sector.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Leadership is provided to integrate the needs of all parties and directly supervise a group of professionals that provide research to prepare for negotiations. Responsible for translating strategy into operational plans and actions, information sharing, undertaking initiatives key to fulfilling division/department missions and values.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

**Situation:**

- Trilateral negotiations:

These negotiations are vital to AHW as they affect all Albertans. AHW needs to move RHAs and the AMA in a direction that will enhance medical services to Albertans while trying to address the ongoing issue of increasing costs and achieving

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sustainability. However, attempting to make changes in a politically volatile environment is a major challenge. It is extremely difficult to develop solutions that are mutually satisfactory.

- Assistance available:

AHW business plan, other members of the AHW negotiating committee, Executive Committee, academic papers, Auditor General's reports, experience in other jurisdictions.

**Situation:**

- Schedule redevelopment:

The Schedule of Medical Benefits (SOMB) is a highly visible policy lever that influences how the fee for service system functions and what it achieves. AHW needs to promote a reasonable compensation system while advancing broader objectives related to enhancing the health system. Projects involving significant change to the SOMB take at least 3 to 4 years to complete, and are challenging in terms of maintaining consistent direction. Any changes to the SOMB have the potential to impact individual physician incomes, practice patterns in community services and regional programs, and Alternate Relationship Plan (ARP) rates and conditions of payment. It is extremely difficult to develop solutions that are satisfactory to AHW, the AMA, the AMA's Sections of Medicine, and the RHAs.

- Assistance available:

Fee Equity Committee Report; AHW staff in Program Services and Health Workforce divisions; Relative Value Guide Commission Report; Auditor General's reports.

**Situation:**

- Representing the Ministry on trilateral committees:

The Master Agreement is implemented through a set of trilateral committees. This position has the responsibility of co-chairing one of those committees, and representing the Ministry's interests from a financial and budget perspective on each of the other committees. Committee activities include the Master Committee, Secretariat and the Physician Services Committee. Activities involve facilitation, participation, organizing services, and serving as a secretariat. In addition, it is critical that the incumbent understand the concepts underlying the agreement, the complexities of its implementation, and the variances as they arise.

- Assistance available:

AHW budget management processes, Divisional Operations Branch within the division, and MA&N staff.

**Situation:**

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- Bring financial issues to the attention of the ADM and DM:

The Master Agreement affects a total of \$1.65 billion of public funds in the year 2005/06. It is the responsibility of this position to monitor the budget in total, and in each of its constituent parts, to identify issues and variances, to reconcile the dollars involved, and to present recommendations for dealing with the variances. In addition, the incumbent must communicate the nuances of the budget, implementation issues, variances, etc. to senior executives within Alberta Health and Wellness, in order that appropriate actions are taken.

- Assistance available:

AHW budget management processes, Divisional Operations Branch within the division, and MA&N staff.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Minister/Minister's Office	Occasional.	Provide policy advice/recommendations, receive directions to/from the Minister and respond to Minister's Office information requests.
Deputy Minister	Frequent.	Provide policy advice/recommendations, receive directions.
Assistant Deputy Minister, Health Workforce Division	Frequent (daily).	Provide policy advice/recommendations, receive directions.
Assistant Deputy Minister, Program Services Division	Frequent.	Developing PSC processes and monitoring their implementation.
Other Executive members	Occasional.	Provide policy advice as requested.
Other AHW Directors	Constant (Division Management Team)	Collaborate on policy advice and recommendations.

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MA&N	Constant/Frequent.	Provide direction, review work, develop and address human resource issues, collaborate on policy and program objectives.  Support Managers in staff management and work direction, and provide encouragement.
Divisional Operations	Frequent.	Agree on reporting/financial requirements and assign duties to comply.
Financial Planning staff	Frequent.	Manage branch budget and PSB management.
<b>External</b>		
Senior Officers of the AMA	Constant.	Effective management of the AHW/AMA contract.
CEOs, CFOs and Medical Directors, RHAs	Constant.	Provide/receive advice on decisions affecting physician services and health systems planning. Promote physician/RHA partnerships. Promote better alignment of physician and RHA services.
F/P/T Contacts	Regularly.	Provide/receive advice, share information and collaborate on national strategies.
Other Government Ministries	Irregularly	Provide and receive advice.
College of Physicians and Surgeons of Alberta	Irregular.	Decisions on physician management issues.
Allied Health Professionals	Irregular.	Negotiations and relationship management.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

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This position focuses largely externally, maintaining the department's budgetary interests with respect to the Master Agreement. It is the responsibility of this position to monitor the implementation of the \$1.5 billion associated with the annual costs of providing physician services. In dealing with the Master Agreement Committee, Secretariat, and the Physician Services Committee, the position has the responsibility of maintaining a high-level overview of the implications of policy and operational decisions taken by each of these committees, and ensuring that the financial implications are appropriately represented. As a result of this wide purview, the impact of the expenditures under this position's responsibilities affect a wide variety of programs, and are felt province-wide. There are few organizational directions available, especially since implementation of the Master Agreement involves new concepts which are in the initial phases of implementation. As a result, the position must be able to think from basic concepts, develop implications using basic management principles, without the benefit of established policies or procedures. The position shares this responsibility with others, but has primary responsibility for the management aspects associated with the Master Agreement budgets and their implications.

Last Review / Update: 2016-03-11

# MJEP

## Benchmark Evaluation - M610-24

### Identification Section

<b>Working Title:</b>	Executive Director, Corporate Services
<b>Ministry:</b>	Advanced Education
<b>Division, Branch/Unit:</b>	Deputy Minister Support Group - Corporate Services
<b>Reports To:</b>	Deputy Minister
<b>Levels to D.M.:</b>	1
<b>Job Description:</b>	M610-24
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M610

### [Organization Chart](#)

(requires login)

### Job Summary

Reporting to the Deputy Minister, the Executive Director, Corporate Services provides strategic leadership for a complete range of financial and administrative services to the ministry. The position is the Ministry's Senior Financial Officer (SFO) and the executive responsible for corporate services, including finance, corporate planning, legislative services and administrative services (contract management, grants, parking, and business continuity). The Executive Director is a member of the Ministry's Executive Committee.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII+3 460	F4 50% 230	F3+C 264	954

Short Profile: A1

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## Evaluation Rationale

- **Know-How:**

- **Content Know-How**

- **F:** Specific knowledge of accounting practices and theories, legislation relative to government budgeting and financial management. In addition to financial services, requires diverse knowledge of corporate services including corporate planning, legislative services and administrative services. Provides leadership and direction in fiscal planning, accounting reporting and contracts, providing products and services internal and external (post secondary institutions) to the department.

- **Business and Leadership Know-How**

- **II+:** Leading a team who have broad operational responsibilities, the Executive Director provides financial (SFO) and administrative leadership for all aspects of finance, corporate planning, legislative planning and administration in a department that has an annual budget of over \$3B of which ~80% are grant funds to post-secondary institutions. Although post-secondary institutions administer their budgets independently, the Executive Director is accountable for the overall budget roll-up. In addition to the leadership required to provide direction for complete financial environment and accounting requirements, the push reflects responsibility for the variety of corporate service functions including budget, accounting, contract management, planning, administrative and legislative services.

- **Human Relations Know-How**

- **3:** Regular interaction with senior officials both internal and external to the department to ensure that budgeting financial and accounting procedures are meeting standards and policies.

- **Problem Solving:**

- Parameters exist for departmental budgeting component; however there is latitude for creative problem solving with respect to budgeting. Position develops path finding solutions to deal with specific issues and to develop fiscal and administrative controls, policies and procedures appropriate to the department and within the context of government policies and direction.

- **Accountability:**

- **Freedom to Act**

- **F:** Functions within the general parameters of policy, however the Executive Director has the opportunity to influence those parameters and exercises significant freedom in policy development. Is the department expert in this area and Senior Financial Officer (SFO) for the Ministry, and is a member of Ministry's Executive Committee.

- **Magnitude**

- **3+:** Results impact the entire department and significant external clientele (post secondary institutions, research and innovation corporations) and internal to APS.

- **Impact**

- **C:** Responsible for assisting senior management and recommending solutions to unique financial problems. While deals with difficult issues, responsibility for decisions rest with the Deputy Minister and Minister.

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**Last Reviewed:**

Last Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M610-24

### Identification Section

<b>Working Title:</b>	Executive Director, Corporate Services
<b>Ministry:</b>	Advanced Education
<b>Division, Branch/Unit:</b>	Deputy Minister Support Group - Corporate Services
<b>Reports To:</b>	Deputy Minister
<b>Levels to D.M.:</b>	1

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Deputy Minister, the Executive Director, Corporate Services provides strategic leadership for a range of corporate services in the Ministry. The position is the Ministry's Senior Financial Officer and the executive responsible for corporate planning and performance measurement, legislative and governance services and administrative services. The Executive Director is a member of the Ministry's Executive Committee.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Provide strategic and technical advice to the Minister, Deputy Minister, executives and program areas to support decision-making on budget and financial matters and other matters related to corporate services.

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Provide strategic leadership to a team of management, professional and administrative staff to ensure that effective and efficient systems are in place to:

- develop and monitor budgets and fiscal plans in line with the government's fiscal framework,
- report regularly on the finances of the ministry,
- manage financial risks,
- ensure that financial transactions are processed in compliance with legislation and policy,
- develop and monitor the Ministry's business plan and performance measures,
- coordinate and support the Ministry's legislative planning activities,
- provide advice and support on matters related to agency governance, and
- provide Ministry staff with effective and efficient administrative services.

Foster a positive working environment within Corporate Services that supports communication, collaboration and high performance as well as staff engagement, satisfaction and professional development.

Participate on the Ministry's Executive Committee to support the Ministry's strategic and operational activities.

Contribute to the development and implementation of cross-government committees and initiatives related to corporate services to support the vision and values of the Alberta Public Service and the one-government, one-employer approach.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

### Knowledge

- Business or commerce degree at the undergraduate or graduate level.
- Accounting designation (preferred).
- Strong knowledge of *Financial Administration Act*, *Government Accountability Act* and related policies and processes.

### Experience

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- Extensive senior management experience with demonstrated strengths in financial management and leadership of a high performing, service-oriented organization.
- Demonstrated ability in creating a working environment that enables staff to achieve results and builds organizational capacity for the future.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The position is responsible for all aspects of finance, corporate planning, legislative planning and administration in a Department that has an annual budget of over \$3 billion, four program divisions and almost 600 full-time equivalents. The position has five direct reports at the senior manager level who have broad, operational responsibilities.

Examples:

- The position identifies issues related to finance and administration that require the attention of the Minister, Deputy Minister or Executive Committee and ensures that the decision-maker is provided with clear, concise and timely information and advice.
- The position provides guidance to the five senior managers in Corporate Services on how to meet their clients' needs in an effective and efficient manner (e.g., establishing or participating in cross-department committees; identifying emerging issues or client concerns; supporting staff recruitment, retention and development activities).

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The position is responsible for establishing systems of financial management and internal control which give consideration to costs, benefits and risks. The position must apply sound judgement in evaluating risk to ensure that the systems are effective but not an unnecessary burden on the organization. Government policy, best practices or solutions implemented in other ministries may be of some assistance, however, these must be considered in the context of the organizational environment (e.g., executives' risk tolerance, availability of staffing resources).

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The position must ensure that the Ministry's budgets, forecasts and multi-year fiscal plans are managed in a highly efficient manner. There are typically a very large number of active budget issues at any one time and issues often are highly fluid and have multi-year implications. The position relies on the Director of Financial Planning to establish systems to identify, manage and resolve budget issues, however, the position will provide advice and guidance on individual issues. Ministry executives and program staff also assist with budget issues so the position must ensure that there are strong relationships and effective communication channels.

The position must work closely with its counterparts in other ministries to ensure that activities are not only effective and efficient but that they are consistent with the one-government, one-employer approach. This may require advocating a position to colleagues or with program staff in the Ministry.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal to our Ministry</b>		
Deputy Minister, executives, program heads	Weekly	Advice
Other department staff	Monthly	Advice, participate on ministry committees
Senior managers in Finance and Administration	Daily	Assign tasks, identify priorities, advice
Other staff in Finance and Administration	Weekly	Advice, solicit feedback on operations and working environment
<b>External to our Ministry</b>		
Colleagues in other ministries	Weekly - Monthly	Discuss issues, share knowledge

## Impact and Magnitude of Job (Scope)

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**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The Executive Director has executive responsibility for numerous outputs and activities that have impacts across the Ministry (e.g., budgets, fiscal plans, financial statements, audit, business plans, legislation, accommodations, parking). The position plays a key role in ensuring that financial requirements set out in legislation or policy are met.

Last Review / Update: 2016-03-11

# MJEP

## Benchmark Evaluation - M610-23

### Identification Section

<b>Working Title:</b>	Senior Financial Officer
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Financial Strategies/Facilities Management, Ministry Support Services
<b>Reports To:</b>	ADM, Ministry Support Services
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M610-23
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M610

### [Organization Chart](#)

(requires login)

### Job Summary

As the Senior Financial Officer (SFO) – financial and fiscal head for the Ministry – is responsible for the financial accountability framework for Children and Youth Services and coordinates and facilitates the delivery of financial services to the department and ten Child and Family Services Authorities (CFSAs). Responsible for the development, implementation and operation of all fiscal activities for the Ministry. Provides leadership and direction for financial strategies, practices, policies, reporting and corporate planning. Oversees a budget in excess of \$1B. Also responsible for controlling receipt and disbursement of public money, maintaining accounting records and systems, and providing financial information required under legislation by the Ministry's executive team and Provincial Controller.

Position leads and develops the integrated/enterprise risk management framework, risk assessment and application of integrated risk management practices. Accountable for services provided by the Administrative and Facility Services.

### Evaluation

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Know-How	Problem Solving	Accountability	Total Job Points
FII+3 460	F4 50% 230	F3+C 264	954

Short Profile: A1

## Evaluation Rationale

- **Know-How:**

**Content Know-How**

- **F:** Requires extensive knowledge of business, financial operational planning and accountability within government including knowledge of board management and governance operations.

**Business and Leadership Know-How**

- **II+:** Provides the strategic financial leadership to the ministry with responsibility for the overall financial accountability framework and delivery of all fiscal activities and financial services to the department and the 10 Regional Authorities for a budget in excess of \$1B. Based on the CFSA delivery model and significant contracted services, realignment of budget rests with the SFO. The push recognizes the scope of the role includes the leadership and direction for corporate planning, risk management and internal audit as well as directing the administrative and facilities services for the Ministry.

**Human Relations Know-How**

- **3:** Requires significant leadership influence and consultative skills to provide guidance and direction to a multifaceted team and to effectively work with and provide guidance and direction to the authorities and boards within the Ministry in all financial related areas.

- **Problem Solving:**

- The position is responsible for the establishment of financial management and internal control systems, risk identification and management strategies within an accountability framework to ensure budgets, forecasts and fiscal plans are managed effectively within a highly complex organizational structure to enable the delivery of programs and services and achievement of stated priorities of the Ministry.

- **Accountability:**

**Freedom to Act**

- **F:** This position is the Senior Financial Officer for the Ministry. Responsible for providing executive management with comprehensive strategic advice, creative options and recommendations with regards to complex financial challenges, issues in context of the Ministry's ability to meet its business plan objectives.

**Magnitude**

- **3+:** Position is accountable for all financial activities including the policies, procedures and controls for the Ministry.

**Impact**

- **C:** Provides all financial strategies and framework to the Ministry and the CFSA's in support of the Ministry' mandate and accountabilities.

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**Last Reviewed:**

Last Review / Update: 2015-04-13

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# MJEP Benchmark

## Job Description - M610-23

### Identification Section

<b>Working Title:</b>	Senior Financial Officer
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Financial Strategies/Facilities Management, Ministry Support Services
<b>Reports To:</b>	ADM, Ministry Support Services
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

As the financial and fiscal head of the Ministry, the Executive Director / Senior Financial Officer (SFO) is responsible for the financial accountability framework for Children and Youth Services and coordinates and facilitates the delivery of financial services to the department and the ten Child and Family Services Authorities (CFSAs) through a unique program delivery relationship. The SFO is responsible for the development, implementation and operation of all fiscal activities of the Ministry. The SFO also provides leadership and direction for financial strategies, practices, policies, reporting and corporate planning. The SFO oversees a budget in excess of \$1 billion and provides sound financial advice and strategic options to meet the complex business challenges of the Ministry's executive team. Key to this role is providing strategic advice, guidance, direction and feedback on the delivery of services to the CEOs and managers working with service providers.

The SFO is also responsible for controlling the receipt and disbursement of public money, maintaining accounting records and systems, and providing financial information required under legislation by the Ministry's executive team and the Provincial Controller.

Reporting to the Assistant Deputy Minister, Ministry Support Services Division, the SFO position acts as a strategic advisor to the Minister, the executive team and various program areas.

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The SFO develops, implements, coordinates and facilitates the delivery of all financial activities and services for the Ministry, including the leadership and direction of all financial strategies, practices, policies, reporting and corporate planning, which enable the Ministry to meet its business plan objectives and strategies.

This position is further responsible for leading and developing the integrated/enterprise risk management framework, risk assessment and the application of integrated risk management practices in the Ministry. The SFO is also responsible for the development and implementation of risk assessment tools and reporting on the monitoring results.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Provides senior and executive management with comprehensive strategic advice, analysis, creative opinions and recommendations with regard to complex financial challenges, issues and strategies in the context of their impact on the Ministry's ability to meet its business plan objectives and strategies.

Provides primary support, and is accountable to the Deputy Minister, for the fulfillment of all responsibilities assigned under the *Financial Administration Act* for the stewardship of all resources allocated to the Department.

Ensures that the Ministry's fiscal plan is in compliance with the general guidelines established by the Treasury Board and the Cabinet Policy Committees, and that financial affairs are conducted in accordance with good business practices (GAAP, PSAAB, etc.) and within Government of Alberta policies and procedures.

Leads the budgeting, forecasting and reporting processes and ensures all requirements are met in accordance with timelines established by legislation and central agencies.

Ensures that the appropriate internal control frameworks, financial strategies, policies, practices, plans, financial information systems and financial management forecasting systems are developed, implemented and operating effectively, using best practices, to support the Ministry's multi-year fiscal plan and the effective management of Ministry resources.

Represents the Ministry and its financial interests with the Ministries of Finance and Enterprise, Treasury Board and Service Alberta, the Office of the Auditor General, other ministries, boards and agencies, and various cross-government committees.

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Provides strategic leadership to the executive and senior management team in the Department and the ten CFSAs' professional and administrative staff, and fosters a positive working environment that supports communication, collaboration and high performance as well as staff engagement, satisfaction and personal development.

Contributes to the development and implementation of cross-government committees and initiatives related to finance and administration to support the vision and values of the Alberta Public Service and the one-government, one-employer approach.

Leads the development and implementation of an Enterprise Risk Management Framework for the Ministry, including the identification of key risks and risk mitigation strategies.

Leads the Business Advisory and Consultation Unit in the effective discharge of their responsibilities by using the knowledge and professional judgment to provide an independent appraisal of the Ministry's financial, operational, and control activities. Reports on the adequacy of internal controls, the accuracy and propriety of transactions, the extent which assets are accounted for and safeguarded, and the level of compliance with Ministry policies, government legislation and regulations. Additionally, provide analyses, recommendations, counsel, and information concerning the activities reviewed.

Leads and guides the Ministry on the strategic direction of facility planning and emergency management, as well in the development, implementation and maintenance of the business continuity and emergency management functions.

Accountable for services provided by the Administrative and Facility Services through departmental staff and the engagement of resources from the ministries of Infrastructure (e.g. lease negotiators, space planners), Municipal Affairs (e.g. Business Continuity Planning and Emergency Management) and Service Alberta (e.g. courier, fleet management, forms management, printing and copying services).

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

The SFO requires a thorough knowledge of the:

- principles of financial management and control;
- budgeting and financial control policies and techniques;

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- GoA business and fiscal planning processes and procedures;
- issues and trends in the public sector;
- ministry goals, mandates and the interactions with other Ministries, Finance, Treasury Board, Office of the Auditor General, Boards and Agencies;
- Government of Alberta Acts and Regulations such as the *Financial Administration Act*; *Government Accountability Act*, and Treasury Board Directives;
- ministry's business and the way the Government of Alberta conducts its business and finances;
- ministry structure and relationships, and the business activities carried out by each business unit; and
- public policy development, financial and information management.

This knowledge is attained through several years of in-depth senior management experience with demonstrated strength in financial management experience, including the completion of a degree at the undergraduate or graduate level in business or commerce or a recognized accounting designation.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The SFO is a strategic position with responsibility for leading the fiscal and budget planning, internal control frameworks and financial reporting operations within the Ministry. In addition, the role will be responsible for the development of Ministry specific financial policies and procedures. Human relations management skills, including team building, coaching and delegation are keys to this role in the achievement of results through others. Some of the skills and abilities' should include:

- leadership and visioning skills;
- ability to apply leadership and management practices to integrate financial planning, operations and reporting;
- functions with evolving resource needs;
- ability to manage change;
- extensive negotiation, consultation and conflict resolution skills;
- persuasion, influencing and motivational skills; and
- ability to develop partnerships and maintain effective working relationships with internal and external stakeholders.

## Problem Solving

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**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The position is responsible for establishing financial management and internal control systems which give consideration to costs, benefits and risks. The SFO must apply sound judgment in evaluating risk to ensure that the systems are effective but are not an unnecessary administrative burden on the organization. Government policy, best practices or solutions implemented in other ministries may be of some assistance; however, these must be considered in the context of the Ministry's mandate, direction and policies.

Implement an equitable resource allocation and management framework that enables the delivery of approved programs and achievement of Ministry priorities.

Incorporate risk identification and management strategies into the budget planning and management practices of the Ministry to ensure effective use of resources.

Ensure the Ministry's budgets, forecasts and multi-year fiscal plans are managed in a highly efficient manner. There are typically a very large number of active budget issues at any one time and issues often are highly fluid and have multi-year implications.

Ministry executives and program staff assist with budget issues so the position must ensure that there are strong relationships and effective communication channels with these senior management level groups. The position requires a high level of skill to deal with the competing needs for scarce resources that these groups will have, requiring an ability to negotiate and influence decisions in the context of the broader priorities of the organization.

The position must work closely with its counterparts in other ministries to ensure that finance and administration activities are not only effective and efficient, but that they are consistent with the one-government, one-employer approach. This may require advocating a position to colleagues or with program staff in the Ministry.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
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Internal to our Ministry		
Minister/Deputy Minister/ Assistant Deputy Minister	Quarterly or more frequently as required	Providing information, briefings and recommendations related to financial accountability.
Executive Team and CEOs	Regularly	Leadership and support with regard to strategic financial planning
Department Staff and CFSA Staff	Daily/Regularly	Provide support, serve as a resource and ensure appropriate training in financial responsibilities. Ensure all financial controls are adhered to.
External to our Ministry		
Office of the Auditor General	Frequently	Ensure that the Ministry's financial policies, procedures, controls and records are acceptable to the Auditor General, and lead negotiations with the Auditor General's office on financial issues needing resolution
Other government SFOs	Daily/Monthly as required	Review concerns, issues and interpretations which have cross government impact, and work together to ensure a consistent approach in addressing corporate issues.
Finance and Revenue Officials	Daily/as required	Address issues of financial and budgetary policy, interpretation and impact.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

The SFO is responsible for results that affect the Department and the CFSA's on a regular basis. Develops the financial strategy and the implementation and application of financial policies, procedures and internal controls for the Ministry, working

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within the Government of Alberta's budgeting and accounting policies and principles. The results can very frequently and significantly affect the government as a whole; examples include positive/negative fiscal position; negative publicity through recommendations by the Office of the Auditor General for lack of controls in managing public funds/resources.

This position plays a key role in ensuring that the Ministry achieves its budget targets (in excess of \$1 billion/year) are in accordance with voted authorities and in compliance with GOA policies. Also, the position has the freedom to initiate audits and reviews into matters that come to the attention of the Minister/Deputy/Ministry Executive Team.

The financial strategies and risk assessment processes that are designed, implemented and maintained under the responsibility of this position have a very significant impact on the overall accountability of the Minister/Deputy Minister and Ministry executives.

Last Review / Update: 2015-04-13

# MJEP

## Benchmark Evaluation - M610-22

### Identification Section

<b>Working Title:</b>	Business Unit Leader, Information Technology
<b>Ministry:</b>	Energy
<b>Division, Branch/Unit:</b>	Mineral Development and Strategic Resources
<b>Reports To:</b>	Assistant Deputy Minister
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M610-22
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M610

### [Organization Chart](#)

(requires login)

### Job Summary

The BUL of Information Technology is the primary IT management advisor to the Executive Management team and is accountable for providing strategic and tactical planning, new applications development and maintenance services, evaluation, management and coordination of Energy's information systems. This position is tasked with establishing an overall vision, strategic direction, and technical standards and guidelines, providing a robust infrastructure, assuring security and confidentiality, providing external facing business applications to industry, acquiring funding, and planning of future systems projects.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII+3 460	F4 50% 230	F3+C 264	954

Short Profile: A1

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Classification: Public



## Evaluation Rationale

- **Know-How:**

- **F:** Must possess a thorough understanding of all aspects of the IT industry and emerging practices including an awareness of each of the architectural domains – application, data, security, business, and technology. Knowledge of government IT plans and strategies is essential combined with IT sector business practices.
- **II+:** Leads a large team of professional, administrative, and contract staff ensuring an integrated approach to information technology service delivery. The push reflects the difficulty in integrating and ensuring stability of external facing applications, such as the Petroleum Registry of Alberta, with the Alberta Energy Utilities Board, the Alberta Petroleum Marketing Commission and world wide industry clients to facilitate accurate reporting, selling and market evaluation of Alberta's energy resources. These applications support the assessment, levying and collection of energy royalties totaling approximately \$14 Billion dollars (2006) of revenue for the province annually. Alberta Energy's IT systems are unique in their complexity because they integrate them with other oil and gas firms to pay royalties. Collecting revenue from multiple sources and the complicated formulas strengthens this job and is one of the reasons it received a push in this dimension.
- **3:** Demonstrates strong relationship management and communication within the ministry and with other departments. Promotes IT synergy, collaboration, and cooperation with external stakeholders. Participates on the GOA CIO Council and contributes and influences the government wide policy, however is not the CIO.

- **Problem Solving:**

- A broad framework of policy and guidelines exists to assist the BUL with managing IT systems and programs. However, position regularly faces complex, new technology and the challenge of creatively changing the business policy and processes while adapting technology to meet future demands. Must balance the permanent workforce and contract pool of resources to assure service delivery in the midst of changing corporate technology directions and significant business changes.

- **Accountability:**

- **F:** Position is guided by broad organizational / functional direction. Has accountability for all IT related expenditures, services, and initiatives for the ministry and the freedom to establish directions and determine technology architectures within government financial and accountability frameworks.
- **3+:** Results impact both internal users within Energy who use the business applications to administer programs, as well as external users (Industry) who use the system for many business activities (e.g. lease of Crown Mineral Rights, to meet Industry information filing requirements, to view partner reporting, to view outputs, to generate custom reports and to download information).
- **C:** Position plays a supportive role in assisting the ministry assess, levy, and collect provincial revenues through efficient and effective information systems and programs.

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**Last Reviewed:**

Last Review / Update: 2015-02-05

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# MJEP Benchmark

## Job Description - M610-22

### Identification Section

<b>Working Title:</b>	Business Unit Leader, Information Technology
<b>Ministry:</b>	Energy
<b>Division, Branch/Unit:</b>	Mineral Development and Strategic Resources, Information Technology
<b>Reports To:</b>	Assistant Deputy Minister
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the ADM of Mineral Development and Strategic Resources, the Business Unit Leader (BUL) is the primary IT management advisor to the Executive Management team and is accountable for providing strategic and tactical planning, new application development and maintenance services, evaluation, management and coordination of the Energy's information systems.

The business of Energy and the services of Information Technology are tightly interwoven. To satisfy this, specific responsibilities include establishing the overall vision, strategic direction, technical standards and guidelines, providing a robust infrastructure, assuring security and confidentiality, providing external facing business applications to Industry, requiring funding and planning of future systems projects, purchasing IT services and products, procurement documents, portfolio management, and ongoing department wide coordination for information technology. The BUL is also responsible for the management of Energy information and communication systems projects including data.

The position leads 100 professional staff, 9 administrative staff plus 60-100 contract resources in two geographic locations. The contract resources supplement the permanent workforce and contribute to the delivery of services to Energy within a team environment and with the direction of Energy staff. The complexity of this position is evident with the

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responsibility for successful business services delivery without disruption, to the clients of the mission critical business applications used to assess, levy, and collect provincial revenues of approximately \$14 billion dollars(2006). It is also responsible for developing disaster Recovery plans (DRP) and the annual testing of the DRP. This position manages a centralized annual budget of \$21 million.

This position also promotes IT synergy, collaboration and cooperation with the Energy and Utilities Board. It facilitates the establishment and maintenance of partnerships between the DoE and EUB to optimize critical business processes, data sharing, coordination and inter-dependencies across the Ministry. This position also fosters the same with other clusters of related departments having common needs or shared services.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

### 1. Day to Day Operations of Existing Information systems (Business Applications and Infrastructure)

Establish a partnership relationship with the business areas and maintain effective communications to contribute to consistent, uninterrupted services. Continue to provide shared services to other government departments to maximize overall GoA effectiveness and reduce duplication of processes and efforts.

Ensure service levels are in place and are being reported against and communicated to the business units for each of the business applications and services provided.

Ensure the availability of significant Oil and Gas Industry facing applications (1. Petroleum Registry of Alberta and 2. the Electronic Transfer System).

Ensure the adherence to documented repeatable processes, rigor and discipline for all upgrades and enhancements to system components.

Assess technology risks that may affect business operations, plan mitigation strategies and correct problems according to priority and within fiscal parameters.

Creating and sustaining an organizational culture that embraces quality client service delivery, consistency in client service delivery and innovation.

### 2. New Development (Business Applications/Infrastructure)

Prepare material necessary to support the initiation of a new effort, including a business case, vision, software development plan and project charter in consultation and collaboration with the participating business clients.

Ensure processes for planning information technology investments are aligned to business priorities.

Partner with other government departments and ministries on delivering IT solutions and share IT solutions with other government departments to minimize cost investments.



Manage the funds entrusted to the project to ensure wise investments and project results demonstrate value to the business of Energy and its stakeholders (quality, on time and within budget).

Issue briefings and present the results of the work underway and the results achieved to the Steering Committee and the Executive management.

Ensure the work being accomplished is in alignment with government policy and business directions.

Ensure the approach to managing projects is effective/efficient based on the size and scope of the work.

### 3. **Business Unit IT Expenditure Administration**

Ensure plans and practices are in place to manage the overall efforts of the IT Business Unit and that its responsibilities are being reported on regularly to the business.

Ensure budgets are established, managed and forecasted in accordance with Energy guidelines.

Ensure that all business areas are receiving a balanced level of support that meets their needs and that IT Steering Committees are active, functional, setting priorities, managing scope change and new projects can proceed in accordance with business priorities and existing funding levels.

Ensure service levels are in place and are being reported against and communicated to the business units.

### 4. **Contribute to Government IT Policy, Technology, direction and Standards as a member of GoA CIO Council**

Participate with council to provide leadership, business direction, flexibility and recommendations for Information and Technology Management (ITM) practices that complement initiatives outlined in the GOA business plan including the implementation of enterprise architecture, standard project and program management practices and standard system development methodologies.

Contribute to and influence and government-wide policy on information technology, technology directions being chosen by the government and corporate IT standards.

As a member of ad hoc committees established by the CIO Council, or at the invitation of the Corporate CIO, ensure that the views of Energy Executive Management are well represented, and influence the committees when it is in Energy's best interests to take a specific direction on an issue.

Ensure that Energy contributes to the success of the overall GOA ICT Plan.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

- A degree in Computing Science is preferred.
- Extensive senior management experience with demonstrated strength in leadership within a service oriented organization.
- Extensive related experience in a leadership role with proven success managing complex issues, leading staff to achieve results, and applying an integrated approach to service delivery.
- Strategic problem solving and decision making skills that support innovation and ensure that the most efficient and effective outcomes are achieved.

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- Extensive knowledge of business, financial, operational planning and contract management.
- Experience in effectively managing organization resources.
- Demonstrated ability to develop and maintain collaborative working relationships within the organization, across government, and with stakeholders.
- Ability to lead and manage change and negotiate innovative solutions to complex and diverse challenges.
- Exceptional verbal, written, listening, and interpersonal skills to convey concepts.
- Team builder with commitment to create and support an environment that enables staff to achieve results, develop and build organizational capacity for the future.
- Excellent soft skills - team building, negotiation, interpersonal and communication, conflict resolution, etc.
- Thorough understanding of all aspects of the Information Technology industry and emerging practices including an awareness of each of the architectural domains - application, data, security, business and technology.
- Knowledge of government IT plans and strategies.
- Excellent knowledge of the IT sector business practices including a demonstrated ability to vision, plan and implement them.
- Knowledge of performance measures and accountability frameworks.
- Excellent analytical and organizational skills.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

- Strong leadership skills to vision, plan, lead and facilitate cross functional business and technical teams relating to strategic and tactical business objectives.
- Ability to demonstrate strong relationship management and communication within energy, other departments, (e.g. Service Alberta, in order to ensure a thorough understanding of the business needs and objectives of Energy and the technology direction, strategies and services to support these needs).
- Ability to facilitate executive and management discussions and decision making processes and lead groups with differing perspectives toward consensus.
- Ability to exhibit highly collaborative approach when reaching decisions and achieving outcomes.
- Ability to work collaboratively with diverse business areas, many and varied stakeholders, internal and external client groups.
- excellent project planning and management skills to ensure appropriate governance and reporting mechanisms are in place to plan, coordinate and execute for successful outcomes.
- Demonstrated ability with portfolio, project, program and issues management.
- Proven ability to establish targets, manage budgets, deliver results and communicate results to all levels.
- Ability to communicate and demonstrate how IT plans support business.
- Solid resource management skills (financial, staff and contract).
- Strong innovative, strategic thinker.
- Sound negotiation and facilitation skills.

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- Strong decision maker.
- Strong results orientation.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

A broad framework of policy and guidelines exists to assist the BUL with managing IT systems and programs. This position regularly faces complex new technology and the challenge of creatively reflecting the business change while adapting technology to meet future demands. This position must balance the permanent work force and contract pool of resources to assure service delivery in the midst of changing corporate technology directions and significant business changes. Balancing Energy and corporate objectives and aligning energy directions with those of changing corporate direction present challenges. The position works with executives and business managers within Energy to encourage creative change to business processes while adapting and adopting technology to meet future demands.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal to our Ministry</b>		
Business Unit Leaders and management within all areas in Energy	Daily	Support business needs, plan collaboratively on strategic initiatives.
ADM MD&SR	Ongoing	Inform, consult with and provide recommendations.
<b>External to our Ministry</b>		
R&GE	As needed	Corporate service delivery.
Industry stakeholders	When needed	To discuss directions; resolve issues.
EUB CTO	Weekly	To discuss common activities; strategies and directions.

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Sustainable Resource Development and Environment	Regular basis (minimum monthly)	Common services; new initiatives such as SREM.
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## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

The BUL position has approval for all IT related expenditures, services and initiatives for Energy and the freedom to establish directions and determine technology architectures within government financial and accountability frameworks. The position works collaboratively with and facilitates discussions with senior and executive management to define strategic objectives and expectations of IT in support of business. The BUL is delegated the responsibility to represent Energy interests and requirements on department, cross-government, and external committees and work teams. The position impacts both internal users within Energy who use the business applications to administer programs, as well as external users (Industry) who use the systems for many business activities including to lease Crown Mineral Rights, to meet Industry information filing requirements, to view partner reporting, to view outputs, to generate custom reports and to download information.

This position ensures the ability of the business areas to assess, levy, and collect provincial revenues of approximately \$14 billion dollars (2006).

Last Review / Update: 2015-02-06

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# MJEP

## Benchmark Evaluation - M610-08

### Identification Section

<b>Working Title:</b>	Executive Director, Information Technology
<b>Ministry:</b>	Advanced Education
<b>Division, Branch/Unit:</b>	Information and Technology Management
<b>Reports To:</b>	ADM, Strategic Corporate Services
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M610-08
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M610

### Job Summary

Reporting to the ADM, Strategic Corporate Services, the position is the Chief Information Officer and key IT management advisor to the Executive Management team. It directs the strategic and tactical planning, development and management of the Ministry's information systems. The position leads professional staff plus a large complement of contract staff to administer complex systems for large programs such as the Student Finance Board and Industry Apprenticeships. It is also responsible for developing the ministry's Business Resumption Plan, Disaster Recovery plans, and managing the annual centralized budget.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII+3 460	F4 50% 230	F3+C 264	954

Short Profile: A1

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## Evaluation Rationale

- **Know-How:**

- **F:** Requires extensive technical and business knowledge of Information Technology, including data, security, application, business, and technology. Must understand the enterprise architecture approach within a shared service delivery model . Also, a strong knowledge of government planning and financial reporting, contracting requirements, project management, and the ministry's business plans are necessary.
- **II+:** Integrates the diverse activities of a large contract staff and mid-size professional staff ranging from data processing of grants and apprenticeship programs to coordinating a province-wide network of telecommunications infrastructure. Push on the II recognizes the department and province-wide impact of these Information Technology programs and the complex nature of the organization in which these programs much be developed and administered.
- **3:** AS CIO, position must advise members of the executive committee team concerning IT direction of the ministry, and must work with the team to jointly establish project goals that incorporate changes in technology and the ministry's business. Position must influence key ministry staff on the direction of IT for the ministry, which requires constant relationship building.

- **Problem Solving:**

- A broad framework of policy and guidelines exists to assist the CIO with managing IT systems and programs. However, position regularly faces complex, new technology and the challenge of creatively changing the business policy and processes while adapting technology to meet future demands. Position must manage large outsourcing contracts in the midst of changing corporate technology directions and significant business changes.

- **Accountability:**

- **F:** As the Chief Information Officer, the position has final approval for all IT related expenditures, services and initiatives for the Ministry and freedom to establish directions and determine technology architectures.
- **3+:** Push on the 3 to recognize the magnitude of system users the position impacts. Internal users within the ministry must use the education information systems to administer programs, as well as external users (students throughout the province) who use the systems to apply on-line education programs and funding.
- **C:** Position plays a supportive role in assisting the ministry deliver education programs with efficient and effective information systems and programs.

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**Last Reviewed:**

Last Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M610-08

### Identification Section

<b>Working Title:</b>	Executive Director, Information Technology
<b>Ministry:</b>	Advanced Education
<b>Division, Branch/Unit:</b>	Information and Technology Management
<b>Reports To:</b>	ADM, Strategic Corporate Services
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the ADM, Strategic Corporate Services, the Executive Director, Information and Technology Management, is the Chief Information Officer and key IT management advisor to the Executive Management team, accountable for providing strategic and tactical planning, development, evaluation, management and coordination of the Ministry's information systems.

Specific responsibilities include establishing the overall vision, strategic direction, technical standards and guidelines, acquiring funding and planning of future systems projects, purchasing IT services and products and ongoing Ministry wide coordination for information technology. The Executive Director is also responsible for the management of ministry information and communication systems projects including data.

The position leads 15 professional staff plus 100-200 contract staff to administer complex systems for large programs such as the Student Finance Board and Industry Apprenticeships. It is also responsible for developing the ministry's Business Resumption Plan, Disaster Recovery plans, and manages the annual \$10 million centralized budget.

### Specific Accountabilities

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**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

**1. Day to Day Operation of Existing Information Systems**

- Ensure service levels are in place and are being reported against and communicated to the business units for each of the application systems.
- Ensure policies and practices exist to address system outages.
- Ensure planning enhancements of upgrades to system components where the Ministry is experiencing ongoing unreliability or severe outages.
- Assess technology risks that may affect business operations, plan mitigation strategies and correct problems according to priority and within fiscal parameters.
- Set expectations for system availability and response times of systems that match the business requirements of the ministry and stakeholders that use the systems.
- Manage the strategic partnership with outsource partners (Fujitsu/EDS/Department of Education) including identifying and monitoring performance measures.
- Work with the Department of Education and Service Alberta in regard to planning for ongoing needs, coordinating system operations, upgrading infrastructure when required and coordinating changes to meet government technology direction.
- Issues are raised and addressed at the appropriate levels.
- Operational decisions are made within reasonable timeframes.
- Stakeholders are notified at appropriate points.
- Manage the business resumption and disaster recovery planning processes and operations.

**2. Accountable for Delivery of New Systems**

- Strategic thinking and planning of the projects, providing leadership to the process and ensuring participating ministries are engaged in the process.
- Establish reasonable quarterly business targets for the delivery of new systems.
- Issue briefings and present the results of work underway and results achieved to executive.
- Ensure the results achieved match the performance targets established.
- Manage the funds entrusted to the project to ensure wise investments and project results demonstrate value to the business of the Ministry and its stakeholders.
- Ensure the work being accomplished is in alignment with government policy and business directions.
- Ensure the approach to managing projects is effective and efficient given that the size and scope of the work.

**3. Contribution to Government IT Policy, Technology, Direction and Standards as a Member of GOA CIO Council**

- Work to ensure the council provides leadership, business direction and recommendations for information management practices that complement initiatives outlined in the GOA business plan including the implementation of enterprise architecture, standard project and program management practices and standard system development methodologies.
- Contribute to and influence the government-wide policy on information technology, technology directions being chosen by the government and corporate IT standards.



As a member of ad hoc committees established by the CIO Council, or at the invitation of the Corporate CIO, ensure that the views of Advanced Education Executive Management are well represented, and influence the committees when it is in the Ministry's best interests to take a specific direction on an issue.

Ensure that Advanced Education is a key contributor to the success of the GOA ICT Plan.

#### 4. Branch and Ministry IT Expenditure Administration

Ensure plans and practices are in place to manage the overall efforts of the Executive Director's Office and that its responsibilities are being reported on regularly to the business.

Ensure budgets are established and being managed and forecasted in accordance with the Ministry's guidelines.

Ensure that Ministry IT Steering Committees are functional, setting priorities and authorizing new projects to proceed in accordance with business priorities and existing funding levels.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

University degree or diploma in the computing science field with extensive planning, managerial and technical experience.

Thorough understanding of all aspects of the Information Technology industry and emerging practices including each of the architectural domains - application, data, security, business, and technology.

Knowledge of government IT plans and strategies.

Excellent knowledge of the IT sector business practices including demonstrated ability to vision, plan and implement them.

Excellent understanding of enterprise architected approach, including the GOA Enterprise Architecture (GAEA) within a working model of shared service delivery and enterprise solutions.

Strong knowledge of government planning, management, financial reporting, and contracting requirements.

Knowledge of performance measures and accountability frameworks.

Excellent interpersonal and communication skills.

Excellent analytical and organizational skills.

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## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Strong leadership skills to vision, plan, lead and facilitate cross functional business and technical teams relating to ministry strategic and tactical business objectives.

Ability to demonstrate strong relationship management and communication with other departments, e.g. Education and Service Alberta, in order to ensure these departments understand the business needs and objectives of Advanced Education and the technology direction, strategies and services to support these needs.

Ability to facilitate executive and management discussions and decision making processes and lead groups with differing perspectives toward consensus.

Ability to exhibit highly collaborative approach when reaching decisions and achieving outcomes.

Ability to work collaboratively with diverse business areas, many and varied stakeholders, internal and external client groups.

Excellent program and project planning and management skills to ensure appropriate governance and reporting mechanisms are in place to plan, coordinate and execute for successful outcomes.

Demonstrated ability with portfolio, project, program and issues management.

Proven ability to establish targets, manage budgets, deliver results and communicate results to all levels.

Ability to communicate and demonstrate how IT plans support business.

Sound resource management skills (financial, staff and contract).

Strong innovative, strategic thinker.

Sound negotiation and facilitation skills.

Strong decision maker.

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Strong results orientation.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

A broad framework of policy and guidelines exists to assist the CIO with managing IT systems and programs. However, position regularly faces complex, new technology and the challenge of creatively changing the business policy and processes while adapting technology to meet future demands. Position must manage large outsourcing contracts in the midst of changing corporate technology directions and significant business changes. Balancing ministry and corporate objectives and aligning ministry directions with those of changing corporate direction present challenges. The position works with executives and business managers within the ministry to encourage creative change to business policy and processes while adapting technology to meet future demands.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Executive Team	Ongoing.	Provision of strategic IT leadership to meet business needs and address issues.  Obtaining direction/perspective on decisions/issues concerning IT strategic business directions, related project activities and status.  Consultation on issues, concerns and projects initiated corporately.

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ADM / DM	Ongoing.	Inform, consult with, provide recommendations.
Business Unit Managers	Ongoing.	Support business needs, issue resolution.
<b>External</b>		
Executive Business Project Sponsors	Ongoing.	Jointly establish annual goals and projects, communicate and resolve arising issues, discuss possible direction changes.
IT Vendors and Department of Education	Ongoing.	Issue communication and resolution.  Proposing strategies, provision of direction and guidance.
Service Alberta	Ongoing.	Implementation of corporate security standards and strategies.  Aligning initiatives with corporate objectives.  Raising and resolving issues with corporate implications.
Corporate CIO	Ongoing.	Adoption of corporate IT directions.  Ministry business directions, services and overall mandate influence the Corporate CIO.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

As the Chief Information Officer, this position has final approval for all IT related expenditures, services and initiatives for the Ministry and freedom to establish directions and determine technology architectures within government financial and

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accountability frameworks. The position works collaboratively with and facilitates discussions with ministry senior management to define strategic objectives and expectations of IT in support of business. The CIO is delegated the responsibility to represent ministry interests and requirements on department, cross-government, and external committees and work teams. The position impacts both internal users within the ministry who use the education information systems to administer programs, as well as external users (students throughout the province) who use the systems to apply on line for education programs and funding.

Last Review / Update: 2016-03-11

# MJEP

## Benchmark Evaluation - M610-07

### Identification Section

<b>Working Title:</b>	Business Unit Leader, Gas Development and Gas Markets and Utilities
<b>Ministry:</b>	Energy
<b>Division, Branch/Unit:</b>	Gas Development
<b>Reports To:</b>	ADM, Gas
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M610-07
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M610

### Job Summary

Reporting to the ADM, Gas, the position is accountable for the end-to-end business of natural gas development within the department. It has accountability for strategic management such as planning and developing appropriate structure, principles, policies and procedures for the overall Business Unit on issues relating to: general gas business analysis, gas royalty calculation, assessment and levying of royalties, and gas royalty valuation and market pricing assessment.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII+3 460	F4 50% 230	F2-P 264	954

Short Profile: A1

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## Evaluation Rationale

### Know-How:

- **F:** Position requires extensive knowledge of the natural gas industry and the national and international economic and business factors that exert influence on it. Knowledge of the regulatory process, government policies and agencies that govern resources is essential. Deep knowledge of international petroleum economics, gas marketing and development, and royalty design and modeling is essential. Broad knowledge of administrative, legal and financial practices is also required.
- **II+:** Provides direction and leadership to several professional and technical staff by leading, organizing and coaching their participation in multi-stakeholder and cross-ministry initiatives. The push up reflects the requirement for considerable team integration and leadership to lead inter-departmental and multi-stakeholder teams developing provincial policies and integrated resource management plans and strategies.
- **3:** Highly developed interpersonal skills in leadership, communication, team building, relationship building and visioning require significant human relations skills for this position.

### Problem Solving:

- Problem solving in the development of new technology is dynamic, nebulous and complex. For example, position is required to develop new and improved strategies for reducing costs of exploring and developing natural gas using new technologies to increase efficiencies, add value and extend reserves.

### Accountability:

- **F:** This position is the expert in international petroleum economics, gas marketing and development of royalty design and modelling. Broad direction is received from the ADM, Gas and Petrochemical and is accountable for all policy and administration relating to the development, marketing and revenue generation of gas within Alberta.
- **2-:** Pull reflects decisions are internally focused. Position is responsible for ensuring appropriate natural gas fiscal and regulatory regimes are in place for the province including royalty collection, provision of grants and delivery of rebates.
- **P:** All policy and administration related to the development, marketing and revenue generation of Gas within Alberta falls under the purview of this position.

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### Last Reviewed:

Last Review / Update: 2015-02-05

# MJEP Benchmark

## Job Description - M610-07

### Identification Section

<b>Working Title:</b>	Business Unit Leader, Gas Development and Gas Markets and Utilities
<b>Ministry:</b>	Energy
<b>Division, Branch/Unit:</b>	Gas Development
<b>Reports To:</b>	ADM, Gas
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Business Unit Leader (BUL) is accountable for the end to end business of natural gas development within the Department.

This accountability entails responsibility for six key areas of activity:

- Strategic Management: Planning, management, developing appropriate structure, principles, policies and procedures for the overall Business Unit.
- Supervision of strategic planning and directions for the work areas within the business unit that are responsible for dealing with all Department operations and business issues relating to:
  - General Gas Business Analysis.
  - Gas Royalty Calculation, Assessment and Levying of royalties.
  - Gas Royalty Valuation and Market Pricing Assessment.
- Supervision of the management of each of the work areas to ensure that consistent and correct principles, policies, regulations, business rules and procedures are developed and followed.
- Representing the Department and the Province with respect to Gas issues.
- Advising the Minister and Department executive on gas issues.
- Initiating and maintaining dialogue and partnership with stakeholder and industry groups.

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## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Strategic Management of the Business unit relating to exploration, development and operation of the natural gas business.

Ensure appropriate natural gas fiscal and regulatory regimes are in place for the province including royalty collection, provision of grants and rebates delivered.

Develop new and improved strategies for reducing costs of exploring and developing natural gas through new technologies to increase efficiencies, add value, and extend reserves.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

This position requires a well-developed understanding of the natural gas industry and the economic and business factors, both nationally and internationally, that exert influence on this industry.

Knowledge of the regulatory process, government policies and agencies that govern these resources is important.

Highly developed interpersonal skills in leadership, communication, team building, relationship building and visioning are important, and a broad knowledge of administrative, legal, and financial practices will be very useful.

Good relationship with clients and stakeholders must be built to achieve success.

A degree in engineering, geology or natural resource management combines with degrees or practical experience in natural resource economics plus further training in government or business management is desired.

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Required to be expert in international petroleum economics, gas marketing and development, and royalty design and modeling.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

All policy and administration relating to the development, marketing and revenue generation of Gas within Alberta falls under the purview of this position. This policy is involved in complex discussions with industry and internal clients.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Innovative analytical techniques and decision rules for the solution of complex and unique problems and policy situations; innovative and imaginative solutions to problems with multiple stakeholders.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
ADM	Regular basis.	Provide strategic advice, linkage to executive decisions, corporate and government direction and issues. Endorse business plans.

<p>Business Units and other Government Departments such as Economic Development, EUB , Environment</p>	<p>Regular basis.</p>	<p>Provide broad range of corporate perspectives and input on cross functional issues. Function as a collective management team and decision making group.</p> <p>A continuing interaction ensures a consistent and synergistic approach is taken to achieve government objectives. This involves soliciting and giving advice, joint policy development and interpretation, and support of in areas of mutual accountabilities.</p>
<p>Branch Managers and staff</p>	<p>Regular basis.</p>	<p>Deliver business services to clients. Assist in management of issues directly relating to this position's accountabilities. Provide input and perspectives for consideration in achieving business goals and deliverables.</p>
<p><b>External</b></p>		
<p>Inter provincial and international Industry and Associations</p>		<p>Deliver business services to clients. Assist in management of issues directly relating to this position's accountabilities. Provide input and perspectives for consideration in achieving business goals and deliverables.</p>

### Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

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Representing the Department and Province with respect to Gas issues.

Last Review / Update: 2015-02-06

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# MJEP

## Benchmark Evaluation - M610-06

### Identification Section

<b>Working Title:</b>	Business Unit Leader, Tenure
<b>Ministry:</b>	Energy
<b>Division, Branch/Unit:</b>	Mineral Development and Strategic Resources
<b>Reports To:</b>	ADM, Mineral Development and Strategic Resources
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M610-06
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M610

### Job Summary

Reporting to the ADM, Mineral Development and Strategic Resources, the position develops and administers policies and legislation for province and industry-wide petroleum and natural gas rights disposition and management. The job also includes the operation of the provincial Freehold Mineral Tax program and provides leadership and strategic direction to a large staff.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI+3 460	F4 50% 230	F2-P 264	954

Short Profile: A1

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Classification: Public



## Evaluation Rationale

- **Know-How:**

- **F:** Requires extensive knowledge and skill in tenure design and mineral resource rights administration which involve a variety of practices and precedents. Broad knowledge of energy markets, industry oil and gas operations and deep technical knowledge of the province's mineral resources and their rights administration.
- **II+:** Position is responsible for all policy related to revenue generation from P&NG Rights and Freehold Mineral Tax. This includes complex discussions with industry, mineral rights owners and internal clients. Must establish an appropriate balance between enforcement and support to industry resource developers.
- **3:** Position is involved in complex discussions with industry, mineral rights owners, and internal clients requiring position to develop and balance diverse stakeholder interests and needs.

- **Problem Solving:**

- The thinking environment is characterized by development of legislation and policy. Some situations with nebulous and intangible aspects requiring innovation, analysis of long-term impacts, and complex legal negotiations e.g. the processing, disposition and retention of P&NG rights which are complex processes as a result of the maturing resource basin and industry environment. Solutions are not always based on precedent and require innovative analytical techniques and decision processes and skill in the interpretation of legal documents. Operational policy and regulatory tenure change issues are also complex and involve negotiations with industry.

- **Accountability:**

- **F:** Position is guided by broad organizational functional direction. It oversees the development, maintenance and improvement of statutes, regulations and policies for the disposition and administration of PNG agreements and related assessment, levy and collection of freehold mineral rights tax on freehold oil and gas production.
- **2-:** Pull reflects results are internally focused. The resulting revenue is part of the Department's core process accounting for approximately one-third of all revenue collected by the Provincial Government.
- **P:** The position is solely accountable for the processing, disposition and retention of P&NG rights.

**Last Reviewed:**

Last Review / Update: 2015-02-05

# MJEP Benchmark

## Job Description - M610-06

### Identification Section

<b>Working Title:</b>	Business Unit Leader, Tenure
<b>Ministry:</b>	Energy
<b>Division, Branch/Unit:</b>	Mineral Development and Strategic Resources
<b>Reports To:</b>	ADM, Mineral Development and Strategic Resources
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the ADM, MDSR, the Business Unit Leader (BUL) is responsible for developing and administering policies and legislation for province and industry-wide petroleum and natural gas rights disposition and management (up to \$1 bill in revenue). The job also includes the operation of the provincial Freehold Mineral Tax program and provides leadership and strategic direction to 75 staff (\$2.5 Mill budget).

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Responsible for Alberta's petroleum and natural gas tenure legislation and policy development as well as consultation and implementation strategies. Includes the operation of a \$300 mill Freehold Mineral Tax program.

Ensures long-term sustainable oil and gas rights management throughout the province.

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Ensures that Albertans' share of mineral resource development is optimized through an industry-wide program for the disposition of petroleum and natural gas (PNG) rights, land administration, rent and tax collection.

Responsible for development, maintenance and improvement of legislation, regulations, policies, business rules, and operational processes, consultation with industry associations, operators and other stakeholders.

Directs the activities of a large administrative operation that provides services to industry and all areas of the department that result in the collection of over \$1 bill in revenue.

Basic functions: assessment of appeals, interpretations, and decisions Is accountable for negotiating and developing policies and regulations for mineral tenure, and for deciding on industry appeals subject to approval of ADM. These send important signals to the energy industry that can affect its income and investment decisions.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Required to be expert in tenure design and technical complexity (one of top few in the country with in-depth knowledge of the area). Broad knowledge of energy markets, industry oil and gas operations with deep technical knowledge of the Province's mineral resources and their rights administration. In depth knowledge of land tenure policy and the economic, financial and legal impact of both resource development and rights. Oversees ongoing industry discussion on business rules and operational issues and looked to by other countries for experience and design of successful tenure program.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Leads a group of managers with large administrative staff delivering a significant industry wide program of mineral rights access contributing \$500 million to \$1 billion annual Crown revenues. All policy relating to revenue generation from PNG rights

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disposition and Freehold Mineral Tax falls under this position. This position is involved in complex discussions with industry, mineral rights owners, and internal clients. Includes policy and planning activities as well as establishing an appropriate balance between enforcement and assistance to industry resource developers. Interacts federally and provincially to share experience and best practices.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The processing, disposition and retention of PNG rights are complex processes as a result of the maturing resource basin and industry environment. Solutions are not always based on precedent and require innovative analytical techniques and decision processes as well as skill in the interpretation of legal documents, legislation and policy in consultation with expert internal professional advisors. Operational policy and regulatory tenure change issues are also complex and involve negotiations with industry.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Oil, Oil Sands, and Gas Business Units Resource Land Access	Daily.	issues relating to access and administration of land and oil, gas and oil sands rights as well as related proposals for policy and regulatory changes
<b>External</b>		
Treasury Environment Sustainable Resource Development	Regular basis. When needed.	Provide revenue forecasts for government budget purposes.

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		Liaise when needed with Environment and SRD regarding resource development and potential impacts.
Industry Stakeholders	Daily.	Contact needed to resolve access, administration and collection issues.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

This position's scope encompasses and oversees the development, maintenance and improvement of statutes, regulations and policies in conjunction with numerous governmental and industry partners for the disposition and administration of PNG agreements and related assessment, levy and collection of freehold mineral rights tax on freehold oil and gas production. The resulting 1 billion dollars in crown revenue is part of the Department's core process accounting for approximately one-third of all revenue collected by the Provincial Government.

Last Review / Update: 2015-02-06

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Classification: Public



# MJEP

## Benchmark Evaluation - M610-05

### Identification Section

<b>Working Title:</b>	Executive Director, Automobile Insurance Rate Board (AIRB) Secretariat
<b>Ministry:</b>	Treasury Board and Finance
<b>Division, Branch/Unit:</b>	Automobile Insurance Rate Board (AIRB)
<b>Reports To:</b>	ADM, Pensions, Insurance: Financial Institutions
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M610-05
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M610

### Job Summary

The Automobile Insurance Rate Board regulates premium rates for basic automobile insurance coverage, monitors optional premium coverage, and investigates insurance matters in Alberta. Reporting to the Automobile Insurance Rate Board (AIRB) and the ADM, Pensions, Insurance and Financial Institutions, the position provides analytical and administrative systems support to the Board in setting maximum base premiums for mandatory coverage, monitoring mandatory and optional premium rates, and other duties related to automobile insurance. This includes managing the public hearing process, receiving, analyzing and directing applications from insurers to the Board, analyzing insurance industry data, setting requirements for reporting from the insurance industry, and communications with the insurance industry and the public.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
F+II3 460	F4 50% 230	F3+C 264	954

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Short Profile:

A1

## Evaluation Rationale

- **Know-How:**

- **F+:** The position is an expert in the automobile insurance industry and rate setting and requires a professional designation as an actuary (FCIA) or insurance professional (CIP/AIIC). There is a push on the F because in addition to the technical skills and knowledge, the Executive Director must have extensive strategic management experience and understand the working relationship required to interact with boards, committees, and communities in the public participation processes.
- **II:** The Executive Director coordinates a broad range of activities, ranging from the determination of premium rates to public hearings, to the monitoring of data and compliance.
- **3:** The position must balance the interests and expectations of diverse stakeholders, including the public, insurance industry, and AIRB.

- **Problem Solving:**

- The work performed by this position is highly analytical. The Executive Director must ensure that the complex decisions and processes used to determine the rate grid are meticulous and viewed as fair. It integrates future trends and long term planning with evolving business challenges and current best practices.

- **Accountability:**

- **F:** The position is subject to the Insurance Act, Automobile Insurance Premiums Regulation, Financial Administration Act, and the Government Accountability Act.
- **3+:** The push on the 3 recognizes the wide spread of Albertans who are impacted by the position, the insurance ranging from industry to insured drivers across the province. The benchmark premiums set by AIRB impact all Albertans who possess automobile insurance.
- **C:** This position makes recommendations to the Board, which relies on the analytical and strategic work of the position to set benchmark insurance premiums.

### Last Reviewed:

Last Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M610-05

### Identification Section

<b>Working Title:</b>	Executive Director, Automobile Insurance Rate Board (AIRB) Secretariat
<b>Ministry:</b>	Treasury Board and Finance
<b>Division, Branch/Unit:</b>	Automobile Insurance Rate Board (AIRB)
<b>Reports To:</b>	Minister
<b>Levels to D.M.:</b>	0

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The position is responsible to the Automobile Insurance Rate Board (AIRB), which reports to the Minister of Finance. The Executive Director provides the analytical support and administrative systems to support the Board in setting maximum base premiums for mandatory coverage, monitoring mandatory and optional premium rates and carrying out its other prescribed duties related to automobile insurance premiums in Alberta. This includes management of the public hearing process, receiving, analyzing and directing applications from insurers to the Board, analysis of insurance industry data, setting requirements for reporting from the insurance industry, and communications with the insurance industry and the public.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

- Analytical Review of Industry Data and Recommendations for Premium Adjustment:**

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Define the specific reporting required from the insurance industry to support the evaluation of benchmark premium increases for mandatory coverage, offset adjustments, elimination of rate differentials, monitoring of optional coverage, requests for premium increases for non-personal automobiles, (e.g. commercial), approval of rate applications from new insurers wishing to enter Alberta, and special requests from the Superintendent.

Determine the analysis that is required for determining benchmark premiums for mandatory coverage, approving offset adjustments, elimination of rate differentials, evaluating requests for premium increases for non-personal automobiles approval of rate applications from new insurers wishing to enter Alberta, and special requests from the Superintendent. Direct staff or contracted actuaries in carrying out this analysis and developing recommendations for the AIRB.

**2. Support to the AIRB:**

Work with the Chair of the AIRB to set agendas for meetings and define briefing material to be provided.

Direct staff in the preparation of briefing material.

Attend board meetings and provide technical support to assist them in their decision-making.

Prepare for the Board fees, levies, or other assessments charged to automobile insurance companies for the Board's operations and administration.

Carry out any other matters required to support the activities of the Board.

**3. Management of public communications, including public hearings and insurance industry liaison:**

Determine the process for public hearings, including the information to be provided, the types of presentations that can be made, timing, and other organizational considerations.

Direct staff and contracted resources in the preparation of information and the organization of hearings.

Manage the hearing process and documentation of presentations.

Disseminate information to the public and the insurance industry through the website and other communication vehicles regarding AIRB decisions.

Establish and administer formal communications and consultation processes with the insurance industry.

**4. Supervision of staff and carrying out administrative requirements of the Secretariat:**

Coordinating staff, the allocation of work and generally overseeing the productivity, effectiveness and timeliness of the Board's staff in providing analytical work and other tasks.

Provide guidance to staff and liaison with the ministry regarding human resource issues, budgeting and other financial matters, accommodations, information technology, public communications and other administrative issues. Act as the expenditure officer for the Secretariat.

Liaise with the Superintendent and Deputy Superintendents of Insurance, as well as the Minister of Finance and Deputy Minister of Finance as needed, to establish effective vehicles for sharing of information, ensuring industry compliance with AIRB decisions, and evaluating future policy directions.

**5. Support to the Automobile Insurance Dispute Resolution Committee:**

Provide support to the AIDR Committee members in the establishment of the committee processes and procedures.

Support the functions of the AIDR Committee by directing the performance of research as required per case, providing correspondence, written and verbal, with the insurer, policy holder, arbitrator and department as necessary, arranging meetings as appropriate and ensuring appropriate documentation is completed as necessary.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Bachelor's degree in a related field such as Commerce or Economics.

Minimum 7-10 years related experience, including senior management experience in a significantly complex organization or government department.

Experience working with and an understanding of government legislation and approval processes is required.

- Sections 652 to 660 of the Insurance Act and the Automobile Insurance Premiums Regulation (A.R. 124/2004) establish the responsibilities of the AIRB.

Experience working in a senior position with a board is desirable.

A professional designation as an insurance professional (CIP/AIC or FCIP/FIIC) would be considered an asset

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The position makes recommendations to the AIRB for decisions respecting adjustments to the benchmark premiums, approval of offset adjustments, elimination of differentials, and reporting requirements. The AIRB will also provide direction on the public hearing process and other communications. The AIRB will need to rely on the analytical and strategic work of the secretariat in making decisions on these matters.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

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The position requires analytical skills to assess complex financial data provided by the insurance industry. The position requires excellent written and verbal communication skills, the ability to think strategically, and skills in managing conflict.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
AIRB Board	Weekly.	Advice/recommendations/operational matters.
Superintendent of insurance	Daily to weekly.	Advice/recommendations.
Pensions, insurance and financial institutions staff	Daily to weekly.	Advice/recommendations.
MLA's	As required.	Information sharing/approvals.
<b>External</b>		
Senior representatives of the insurance Industry	Weekly to monthly (as required.)	Problem solving/issue management/advice/recommendations.
Members of the public	Weekly.	Information sharing/answering queries

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The benchmark premiums set by the AIRB impact every Albertan that carries automobile insurance and also affects the profitability of the insurance industry. It is critical that the process for determination of the rate grid and other related decisions are viewed as fair and that the insurance industry is able to comply with the requirements.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M610-04

### Identification Section

<b>Working Title:</b>	Executive Director, Human Resource Services
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Human Resources
<b>Reports To:</b>	ADM, Corporate Services
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M610-04
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M610

### Job Summary

Reporting to the Assistant Deputy Minister, Corporate Services, the position provides leadership and strategic direction to a large staff plus additional contracted human resources professionals to deliver a comprehensive human resource management service to the department. As a member of the Deputy Minister's Executive Team, this position provides advice and consultation to the Deputy Minister and Executive Team on all matters relating to the development, implementation and application of Human Resource policies, programs, systems and regulations. The position is responsible for the development and implementation of the department's human resource plan, employee programs and services, human resource policy and procedures, staff development and training, employee and labor relations, staffing, job evaluation, occupational health and safety, and HR information systems.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI+3 460	F4 50% 230	F3+C 264	954

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Short Profile:

A1

## Evaluation Rationale

- **Know-How:**

- **F:** Requires in-depth knowledge of human resource theories, best practices, and programs, as well as extensive knowledge of employment legislation, policies, and regulations applicable to the Alberta Government and the department. Experience in human resource planning, policy development, and management of large groups of professional staff at a senior level is necessary to coordinate a large variety of human resource programs for a ministry of this size.
- **II+:** The department employs a large staff complement in multiple worksites throughout the province. HR programs must be integrated throughout these communities and the position must ensure that a consistent service is provided that enables these employees to succeed in a changing workforce. The push on the II recognizes the managerial integration of strategic, tactical, and operational human resource management programs delivered by staff. The position is not rated a III as it manages a homogeneous program where each piece is related to human resources, and not a variety of programs such as IT, FOIP, or Finance.
- **3:** In order to effectively develop and implement human resource initiatives, the Executive Director must develop and maintain effective working relationships with internal and external stakeholders.

- **Problem Solving:**

- Guided by the Public Service Act, and other related employment regulations and policies, the position find creative solutions to human resources issues in a large and complex organizational context and must take fast-changing environments and labour market pressures into account. The Assistant Deputy Minister is briefed on larger human resources issues and provides general guidance, typically limited to key decisions that have wide-reaching program or policy implications.

- **Accountability:**

- **F:** The position is subject to a variety of policies and legislation provided by Corporate Human Resources and the Master Agreement. It has the authority to plan and develop human resource programs for the ministry.
- **3+:** The position impacts a large ministry with over 2000 employees, however the pull on the 4 is because stakeholders are primarily internal, and the programs it manages are one-dimensional (human resources only).
- **C:** The Director is a key contributor to the department's culture and success, focusing on its people-oriented programs and services. The Human Resources Branch provides support to the business of the ministry and is therefore contributory.

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### Last Reviewed:

Last Review / Update: 2015-04-13

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# MJEP Benchmark

## Job Description - M610-04

### Identification Section

<b>Working Title:</b>	Executive Director, Human Resource Services
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Human Resources
<b>Reports To:</b>	ADM, Corporate Services
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Executive Director, Human Resources provides leadership and strategic direction for the delivery of a comprehensive human resource management service to Alberta Human Resources and Employment (AHRE). The Executive Director, through services provided by the HR Branch, is a key contributor to the organization's culture and success focusing on its people-oriented programs and services. The Executive Director leads a team involved in the strategic, tactical and operational aspects of human resource management and provides advice and counsel into business planning and issues enabling and facilitating change and continuous improvement.

The Executive Director is the chief liaison with CHR in providing input to the direction of human resource management within the APS. As a member of the Human Resource Directors' Council, the Executive Director will work to identify corporate challenges and issues and promote cross-ministry and corporate solutions, improvements and outcomes. AHRE employs more than 2000 people in more than 80 worksites in over 70 communities throughout the province. The department's mission is to provide a continuum of services and information that enables individuals to succeed in the changing workforce; foster safe and healthy workplaces and assist people in need.

The Executive Director is responsible for all aspects of human resource management including the development and implementation of the Department Human Resource Plan, Employee Programs and Services (including the AHRE Leadership

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Program), Human Resource Policy and Procedures, Staff Development and Training, Employee and Labour Relations, Staffing, Classification, Occupation Health and Safety, Workplace Health and Wellness, Human Resource Information Systems and Human Resource Quality Evaluation and Improvement.

The Executive Director provides advice and consultation to the Deputy Minister on all matters relating to the development, implementation and application of all related Human Resource policies, systems and regulations. The Executive Director is a member of the Deputy Minister's Executive Team, which is the Ministry's senior decision making committee for the Department.

The Executive Director, Human Resources reports to the Assistant Deputy Minister of Corporate Services. This position is responsible for the leadership and management of 21 staff (10 direct reports) as well as the shared service agreement with Children's Services consisting of HR service delivery units in the Northwest, Northeast, Central, Calgary and South Regions.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Major functions associated with this responsibility include:

**1. Provide strategic Human Resources advice on HR&E's executive team.**

Provide advice, counsel, and coaching to ET members on HR matters within their Divisions.

Actively participate in strategic planning sessions as a member of ET.

Acts for, and on behalf of, the Deputy Minister of Human Resources and Employment as delegated and serves as senior Divisional Expenditure Officer.

Influences members of HR&E's Executive Team to effectively position HR programs and philosophy to align with strategic business objectives.

**2. Provision of high quality human resource management services at the strategic, tactical and operational levels to HR&E and within the APS.**

Directs and ensures, through subordinate managers and through functional supervision, the equitable and consistent delivery, availability and accessibility of comprehensive human resource programs and services to Human Resources and Employment, including the offices of the Minister and Deputy Minister.

Enables participation of HRE Human Resources staff on cross-Ministry initiatives and collaborative efforts as well as involvement in projects, committees and work teams supporting the HR community and HR&E interests and perspectives.

Develops standards and procedures to ensure effective and equitable application of all human resources services and programs, and related human resources quality assurance policies and regulations throughout Human Resources and Employment.

Work within the Ministry and with external partners to ensure HR&E has a workforce in place to meet business demands for today and into the future through effective attraction and retention strategies, employee engagement, building capacity, career management and workforce development.

Provide advice, counsel and coaching to HRE's Management team on HR related matters.

Acts, as the senior official and technical department advisor on Human Resources and Employment human resource programs.

**3. Development and Implementation of the Department Workforce Plan and Branch Operational Plan.**

Lead the development and implementation of the Departments annual workforce plan that identifies the Department Human Resource priorities and strategies to achieve priorities.

Develops annual branch goals, objectives and operational plans to effectively meet the human services requirements.

Develops strategies to meet both short-term and long-term human resource management needs of Human Resources and Employment.

Monitors on a macro level, the effective utilization of the Human Resources and Employment workforce, trends and issues.

**4. Represent HR&E's interests and perspectives with CHR and within the APS Human Resources Community.**

Effectively liaise with the Public Service Commissioner and CHR to provide HR&E input and perspective into human resource management within the APS.

Actively participate as a member of HRDC and, where feasible, on its executive or related capacities.

Ensure that HR&E's interests are represented at key strategic planning and decision making meetings within the central/GOA framework.

Educate and involve members of CHR and key Ministries in our HR planning and program development activities.

Work to ensure that common approaches within Government are promoted and work to support consistent practices within the APS.

**5. Act as a key contributor to and enabler of the Corporate Human Resources Development Plan and Strategy.**

Actively participate in research and planning activities to support corporate HR planning.

Actively promote the planning process and outcomes from corporate HR planning efforts within the Department.

Ensure Department HR activities and priorities are consistent with those identified in the Corporate HR development strategy.

**6. Provide leadership to the Human Resources Branch and within HR&E and the APS.**

Provides effective leadership and management to all staff within the Branch.

Provides effective leadership around human resource management issues within the Department through influence and intervention.

Provides leadership within the APS and within the HR community through involvement in projects, continuous learning and sharing and collaborative initiatives on HR and related matters.

Effectively establishes and maintains networks within the broad HR community to ensure HR&E programs and services remain leading edge and relevant.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

### **Knowledge/Experience Requirements:**

- Extensive related human resource experience, including considerable supervisory and management experience at a senior level.
- Effective leadership and management skills to integrate human resource planning with organizational business functions.
- Must have excellent relationship building, communication and interpersonal skills.
- Ability to communicate in person and in writing with diverse groups.
- Experience building partnerships with internal and external stakeholders.

### **Academic Background:**

- Post-secondary education or equivalent in a related area is preferred.
- Must be able to interpret and apply legislation and policy and be familiar with:
  - *Government Accountability Act*
  - *Administrative Procedures Act*
  - *Financial Administration Act*
  - *Freedom of Information and Protection of Privacy Act*
  - *Public Service Employee Relations Act*
  - *Public Service Act*
- Master Agreement
- Applicable Subsidiary Agreements
- Corporate Human Resources Policies and Procedures Manuals
- Corporate Human Resources Standards Manuals

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

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The position provides leadership and strategic direction so that the department can achieve its business plan goals through the effective use of its workforce. The position leads and directs a diverse team delivering HR management from a strategic (environmental scanning, business planning, etc.), tactical (program development), and operational (classification, recruitment, labour relations) perspective.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Managing the development and delivery of strategic, tactical and operational human resource services in accordance with the PSA to diverse stakeholders/clients who often have differing needs and objectives.

Finding creative solutions to human resources issues in an environment of change and labour market pressures.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Deputy Minister and Executive Team	Daily/weekly/monthly.	Briefing/updates/advice on issues.
AHRE Management	Monthly or as required.	Briefing/updates/advice on issues.
HR Advisors/Consultants	Daily/weekly.	Consultation/open communication/updates on projects, departmental issues/performance planning
<b>External</b>		
HR Directors	Weekly/monthly/as required.	Consultation/collaboration on HR issues, projects and initiatives, networking
APS HR Community / Committees		
AUPE	As required.	Information exchange/problem resolution.

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External service providers, hr community	As required.	Information exchange/Best practice research.
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## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

The Human Resource strategies and services that are developed, coordinated and implemented through this position have a significant impact on the overall performance and achievement of the Ministry business plan goals. The position is responsible to ensure that the Department workforce plan, HR strategies, programs and processes are in place and working effectively to meet the human resource needs of the Department, and are consistent with appropriate legislation. Decisions are precedent setting and can impact GOA as a whole.

Last Review / Update: 2015-04-13

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# MJEP

## Benchmark Evaluation - M610-02

### Identification Section

<b>Working Title:</b>	Executive Director, Prevention of Family Violence and Bullying
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Prevention of Family Violence and Bullying
<b>Reports To:</b>	Deputy Minister, Children's Services
<b>Levels to D.M.:</b>	1
<b>Job Description:</b>	M610-02
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M610

### Job Summary

Reporting to the Deputy Minister, Children's Services, the position is responsible for the development of a comprehensive framework that builds resiliency in children, families, and communities by encouraging caring relationships, supporting a sense of belonging and creating opportunities for children and families to fully participate in community life. This framework is the context for Ministry and inter-ministry initiatives, community engagement, and the Prevention of Family Violence and Bullying division, which includes three work units (Policy and Practice Support, Community Mobilization and Services and Support) The position ensures that relationships, partnerships, policies, and resources are in place within each of these areas to support the delivery of a broad and diverse range of programs and services.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII+3 460	F4 50% 230	F3C 230	920

Short Profile: B

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## Evaluation Rationale

- **Know-How:**

- **F:** Requires in-depth knowledge of community development theories and practices, quality assurance systems, and significant knowledge of Canadian political and social systems, including aboriginal issues. The position must have extensive knowledge of the Protection Against Family Violence Act, Child, Youth and Family Enhancement Act, Family and Community Support Services Act, Government Accountability Act, and the Government Organization Act as it must develop programs and perform original research in the area of bullying while ensuring it adheres to legislation.
- **II+:** The Executive Director integrates the activities of senior managers and high-level professional human service workers on a variety of community development programs that work to prevent family violence and bullying. The push on the II recognizes the significant role the position plays in cross-ministry initiatives, and the diversity of the programs it coordinates.
- **3:** The position leads the division, joint projects and partnerships with other governmental partners and community organizations to evaluate and coordinate the review of prevention and early intervention initiatives. It must coach and lead a management team to achieve the business plan goals of preventing family violence and bullying.

- **Problem Solving:**

- Long-term strategic development of a new bullying program requires the Executive Director to manage emerging issues that have little precedent. This is a new program, and this position is therefore perceived as an international leader in developing solutions on bullying and family violence. Problems require complex research and analysis of political/social systems. There is a variety of legislation and policy that provide broad guidelines for program development. As this position reports directly to the Deputy Minister, it does not receive specific program-related guidance.

- **Accountability:**

- **F:** The position is directly accountable to the Deputy Minister, and must make decisions on managing government and community resources, within approved budgets, department and government policies, and management practices.
- **3:** This position supervises the delivery of family violence prevention and bullying programs and services. The result of the work performed by this position impacts ten regional Boards, who are the primary deliverers of provincial programs to families and children. Community agencies, First Nations, Metis settlements, and various members of the public are affected by the programs delivered by the division.
- **C:** This position supports the Ministry and members of the public by developing programs for other ministry staff and agencies to deliver. It is not scored as a 'Primary' job as it is a consultant to the authorities who deliver family violence prevention programs, and works to influence families and children.

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**Last Reviewed:**

Last Review / Update: 2015-04-13

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# MJEP Benchmark

## Job Description - M610-02

### Identification Section

<b>Working Title:</b>	Executive Director, Prevention of Family Violence and Bullying
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Prevention of Family Violence and Bullying
<b>Reports To:</b>	Deputy Minister, Children's Services
<b>Levels to D.M.:</b>	1

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Under the general direction of the Deputy Minister, the Executive Director of Prevention of Family Violence and Bullying is responsible for the development of a comprehensive framework that builds resiliency in children, families and communities by encouraging caring relationships, supporting a sense of belonging and creating opportunities for children and families to fully participate in community life. That framework is the context for Ministry and inter-ministry initiatives, community engagement, and the Prevention of Family Violence and Bullying division which includes three (3) work units:

1. Policy and Practice Support
2. Community Mobilization
3. Services and Support

Within each of these areas, the Executive Director ensures that relationships, partnerships, policies and resources are in place to support the delivery of a broad and diverse range of programs and services.

The Executive Director provides leadership, direction and support to staff within the Division, other departments of the government and community-based stakeholders, including municipalities and First Nations. The Executive Director manages government and community resources effectively and efficiently, within approved budgets, department and government

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policies and procedures and management practices, to achieve Ministry goals. The ability to establish professional credibility and to develop and maintain strong partnerships within the Ministry, between ministries, with local communities and with other government and community stakeholders is critical to the success of this position.

The above role summary highlights leadership, strategic thinking, results orientation, resource management and relationship building which are key competencies for Executive Directors. Further information on these key competencies is in the last section of this profile.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Lead and direct Division activity to ensure that sound community development practices, policies, procedures and partnerships are operationalized to ensure the most effective delivery of provincial programs.

Related Competency: *Leadership*

Lead joint projects with the Ministry and other government partners, community based stakeholders and provincial organizations to develop and deliver preventative social services.

Provide leadership, direction and support to staff, ministries, other levels of government and community organizations to develop, operate, coordinate review and evaluate prevention and early intervention initiatives.

Lead staff in the development and implementation of family violence and bullying prevention legislation, policy and practices.

Lead team to develop, implement and maintain mechanisms that encourage best practice discussions.

Direct research and analysis of emerging issues and trends to ensure appropriate practices meet requirements of legislation and are responsive to emerging trends.

Related Competency: *Strategic Thinker*

Work with community based not for profit service and program delivery stakeholders and partners to develop and support community governance templates, frameworks, support resources and accountability practices that benefit government and community activity.

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Support a team that can offer interpretation and advice on legislation, program policy and case management, relative to family violence and bullying.

Related Competency: *Results Orientation*

Lead a team to support effective community based services and programs to prevent family violence and bullying, emergency shelter for victims of violence, and the new Identities for Victim of Violence Program.

Lead, coach and mentor a management team to achieve business plan goals and link services and program activities within the Ministry.

Provide regular feedback and analysis on the performance of the management team and staff, relative to quality expectations.

Develop and coordinate consultative services, briefings, background material, support resources, training activities etc. in relation to principles and practices of family violence and community development and preventative programs, for the Ministry, community partners and other stakeholders.

Collaborate with service delivery partners to develop systemic approaches, systemic evaluations and specific expertise relative to issues, interpretations and complex cases.

Related Competency: *Relationship Building*

Develop effective relationships with internal and external stakeholders including government departments, federal government, affiliated international organizations, provincial associations, community based organizations, women's shelters, municipalities and Métis Settlements, First Nations, Chief Executive Officers of the Child and Family Services Authorities and Directors of delegated First Nation Agencies.

Direct a team in the development of community resources supports that promote resiliency in children, families and communities and create opportunities for children and families to fully participate in safe and nurturing environment.

Manage the division's fiscal and human resources to ensure the effective use of resources in meeting business plan objectives.

Related Competency: *Resource Management*

Represent and negotiate, on behalf of the Ministry with municipalities, agencies, community groups and other levels of government to promote participation, development and operation of projects and assignment of resources

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

### Content/Know-How:

- A Masters Degree in human services and extensive progressively responsible management experience is preferred. Combination of post secondary and comparable experience may be considered.
- Demonstrated leadership at a senior management level within a service-oriented organization.
- Strong working knowledge of community development practice, quality assurance systems development and environmental issues impacting the delivery of services and programs in the Prevention of Family Violence and Bullying.
- Demonstrated ability to develop relationships, lead projects, and work collaboratively with others.
- Proven track record of accomplishing objectives and being action oriented.
- Well developed strategic and communication skills.
- Demonstrated ability to manage numerous daily operational and administrative issues, coupled with the ability to create and conceptualize complex social frameworks for new operational processes or initiatives.
- Significant experience in the analysis of complex political/social systems and partnership frameworks, along with a proven ability to use qualitative data sources and systems in problem solving and solution design; and in keeping, the ability to project the implications of prescribed solutions, select appropriate strategies and then develop operational action plans.
- Experience in the interpretation of legislation and policy for a wide range of stakeholders and applications, Must provide assistance to organizations taking government policy and developing local policies and procedures.
- Ability to meet tight timelines for program and policy responses for inquiries and budgets.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

### Strategic Thinking

- Taking a broad scale, long-term view, assessing options and implications.
- Develop strategies to respond to broad-scale, long-term view of challenges and opportunities.
- Create a strategy for own area that supports the government and ministry's vision.
- Consider the big picture when considering possible opportunities or thinking about long-term applications of current activities.
- Use knowledge of the projected direction of the government in order to anticipate the impact of changes on the department.

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## Relationship Building

- Develop and maintain win/win relationships and partnerships.
- Develop formal and informal relationships with a wide circle of people, beyond those involved in current activities, including potential clients, stakeholders, and information links.
- Promote fairness by ensuring the department's business is conducted with impartiality.
- Develop relationships with the intent of achieving effective delivery of relevant services.
- Nurture existing and potential relationships to help achieve the department's strategic plans.
- Manage difficult and complex interpersonal relationships effectively.

## Resource Management

- Effectively managing internal and external resources to achieve organizational goals.
- Use partnerships and other indirect resourcing approaches.
- Identify appropriate fiscal and human resources based on organizational strengths and weaknesses, and position them to meet specific issues.
- Ensure appropriate accountability and performance standards are met.
- Delegate authority and responsibilities appropriately.
- Identify resource sources (which might include partnerships or indirect resourcing approaches), which will facilitate the achievement of organizational goals.
- Question conventional means of service delivery, which results in greater ability to more effectively, efficiently meet organizational goals.
- Effectively oversee a range of significant programs and time-sensitive issues using appropriate resources.

## Leadership

- Positively influencing people and events in a leadership role.
- Communicate a compelling vision.
- Work with the team to develop strategies to meet future challenges.
- Communicate a vision for the team that generates excitement, enthusiasm and commitment to the team mission.
- Articulate a vision that raises commitment to action that is aligned with the government's strategic direction.
- Model ethical behaviour consistent with the values of the Alberta public service.
- Engage others in strategic thinking and challenges them to take action in spite of barriers.
- Alert and commits groups to the need for specific change and its implementation.
- Provide leadership to an organization where team members have the technical expertise.

## Problem Solving

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**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Promote change as a tool to achieve strategic objectives.

Propose courses of action that others may find challenging.

Anticipate the short and long-term consequences of strategies and develop backup strategies to deal with potential negative outcomes.

Manage the dichotomy of community and government expectations, in accordance with all available resources and policies.

### Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Minister, Deputy Minister. Senior management and staff of Children's Services Assistant Deputy Minister Boards and Chief Executive Officers of the Children's Services and Family Services Authorities		
<b>External</b>		
FCSS Directors and board members Municipalities Métis Settlement Councils Senior management of other levels of government and other provincial government departments Officials of international, national provincial and local boards and agencies Community stakeholders	To do this, the Executive Director must possess understanding of and appreciation for the benefits of working in partnership -in terms of the impact on direct and secondary positive outcomes.  The Executive Director must be able to understand multiple and differing	



	<p>capacities, be able to shape joint strategies with participating partners and be able to find ways to contribute to the success of all participants.</p>	
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## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The Executive Director position is created to assist the ministry in the transformation of practices for the delivery of Family Violence and Bullying Prevention programs and services. In alignment with the goals of the organization, the position must determine what results are important and focus resources to achieve the results.

The Executive Director is responsible to:

- Develop a view and establish a course of action to accomplish a long-term goal related to the enhancement of organizational effectiveness.
- Use knowledge of all the factors affecting improvement of results within the organization to improve performance.
- Initiate actions to optimize resources for the achievement of improved results.
- Set goals and priorities in order to deliver results consistent with government direction departmental objectives and public expectations.

As well, the Executive Director must use information from program/policy evaluation measures to improve:

- Performance.
- Set priorities and takes calculated risks in order to improve the delivery of services and operations.
- Recommend new policy/program directions focused on the enhancement of program outcomes.

Last Review / Update: 2015-04-13

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# MJEP

## Benchmark Evaluation - M610-01

### Identification Section

<b>Working Title:</b>	Director, Intergovernmental Relations and Immigration
<b>Ministry:</b>	Economic Development and Trade
<b>Division, Branch/Unit:</b>	Strategic Services
<b>Reports To:</b>	ADM, Strategic Services
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M610-01
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M610

### Job Summary

The position is responsible for providing leadership, support and strategies for key intergovernmental and immigration functions of the Department. The Director ensures that the Department has clear goals and strategies for interactions with the Government of Canada, provinces/territories, foreign governments and international organizations to support/achieve the departments business plan goals. The position is also responsible for Alberta's overall immigration framework, including contracted settlement and language training services. The position reports to the Assistant Deputy Minister, Strategic Services.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
F+II3 460	F4 50% 230	F3C 230	920

Short Profile: B

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## Evaluation Rationale

- **Know-How:**

- **F+:** The push recognizes the overall responsibility for Alberta's Immigration framework. Knowledge is required of Canadian federalism, constitutional matters, federal-provincial intergovernmental relations and negotiations, government structure, policy and legislation with regard to social, labour market and immigration policies as well as of Canadian immigration stakeholders and service agencies.
- **II:** The position plans/manages resources and develops intergovernmental relations to achieve program objectives, providing direction in relation to a wide variety of politically sensitive activities on provincial, federal and international levels. Position is responsible for integrating the activities of multi-disciplinary project teams in policy and program development, and for providing leadership and direction to a team of managers, professionals, and several administrative support positions.
- **3:** The position requires the highest level of HR skills for the collaboration, coordination and development of effective relationships with a diverse range of internal and external stakeholders.

- **Problem Solving:**

- The thinking environment is generally defined and broadly guided by the Executive Team and Deputy Minister. Problem solving occurs without direction from established policies. The environment contains many unknown elements as opportunities and decisions are shaped by high-level political considerations e.g. strategies to increase community and political support for the attraction and retention of skilled immigrants requires developmental and unique thinking. The thinking challenge involves variable, path finding situations involving analytical, interpretive, evaluative and developmental thinking within a context of political interests and departmental requirements.

- **Accountability:**

- **F:** Job is subject to broad practices and organizational direction. Managerial direction from ADM is broadly defined.
- **3:** Decisions impact at the cross-ministry level. The position interacts with the Minister, Deputy Minister, Executive Team, management, staff and cross-ministry staff to lead and support the development of policy and programs consistent with the established intergovernmental and immigration agreements, policies and procedures as well as the design and delivery of programs for immigrants.
- **C:** Position provides interpretive and advisory support to Federal/Provincial/Territorial governments on labour market, social policy, immigration and workplace matters, and works with MPs, MLAs and other Alberta departmental staff, municipal councilors, business, labour, and other external stakeholders to establish protocols, strategic processes, policy and procedures to co-ordinate intergovernmental and immigration initiatives.

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**Last Reviewed:**

Last Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M610-01

### Identification Section

<b>Working Title:</b>	Director, Intergovernmental Relations and Immigration
<b>Ministry:</b>	Economic Development and Trade
<b>Division, Branch/Unit:</b>	Strategic Services
<b>Reports To:</b>	ADM, Strategic Services
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Director provides leadership and strategic direction within AHRE to ensure the department has clear goals, and strategies to achieve them, with respect to all interactions with the Government of Canada and other provinces/territories, and foreign governments/international organizations and that these support/achieve the department's business plan goals. The Director either represents Alberta directly, or works with staff from across the department who represent AHRE in intergovernmental interactions. This spans all core businesses of the department, as the Minister and Deputy Minister participate in the intergovernmental labour market, social policy, immigration, and labour forums. The Director is also responsible for Alberta's overall immigration framework, including the delivery of contracted settlement and language training services. This position works closely with other department staff, other Alberta departments, other provincial governments, the federal government, and external stakeholders in the development of strategies/initiatives.

### Specific Accountabilities

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**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Reporting to the Assistant Deputy Minister, Strategic Services, the Director is responsible for the leadership, support and strategies for key intergovernmental and immigration functions of the department. The Director, Intergovernmental Relations is responsible for providing leadership and direction to a team of managers, professionals, and administrative support in a very complex and politically sensitive branch to meet the following accountabilities.

1. **Lead intergovernmental relations for the department and strategically position it with regard to partners within Alberta, federal/provincial/territorial governments, and international trends/developments. Key outcomes include:**
  - Developing HRE's positions with respect to foreign governments (such as state governments through the Pacific-Northwest Economic Region), and international organizations (such as the International Labour Organization and United Nations).
  - Developing and ensuring effective relationships and strategic alliances with the federal government, other provincial/territorial governments, other Alberta government departments and key stakeholders in order to promote Alberta and the Ministry's position on labour market, social policy, immigration, and workplace matters.
  - Leading a co-ordinated and consistent approach in all intergovernmental forums, and ensure appropriate and effective departmental representation at the working group level in the management, planning, development and implementation of F/P/T and P/T programs and initiatives.
  - Ensure proactive leadership in the identification of intergovernmental issues, opportunities and trends related to the development of long-term directions, priorities, and strategic options for national social, workplace, labour market, and immigration programming.
2. **Providing proactive briefings based on expertise of intergovernmental issues, Government of Alberta and HRE policy directions, pan-Canadian priorities and frameworks, and international trends, to the Minister, Deputy Minister, Assistant Deputy Minister, and other senior officials. Key outcomes include:**
  - Co-ordinate verbal and written briefings, incorporating intergovernmental/international expertise, for the Minister, Deputy Minister, Assistant Deputy Ministers, and other senior officials as they interact with the federal government, other provincial/territorial governments, other Alberta government departments and key stakeholders on labour market, social policy, immigration and workplace matters.
  - Proactively provide strategic advice to Alberta officials on ministry issues being considered in Provincial/Territorial (P/T), Federal/Provincial/Territorial (F/P/T) and international forums.
3. **Negotiate or actively support the negotiation of both multi-lateral and bi-lateral agreements on a variety of labour market, social policy, immigration, and workplace matters to support the department's business plan goals. This includes:**

Establishing and maintaining effective connections outside Alberta to provide Ministry staff and stakeholders with knowledge and innovative solutions from other provinces and countries to ensure best practices are incorporated into the department's policy and programs.

Lead and co-ordinate opportunities for cross-sectoral solutions and processes from both a national and provincial level.

- 4. Developing and implementing the Alberta government's approach to immigration issues, both within HRE and across government. This involves intergovernmental policy and program policy development, program design, and program delivery. This impacts other government departments, the federal government, and immigrants to Alberta (both potential and current immigrants). This includes:**

Overseeing the development of policy documents needed to brief and provide advice to the Deputy Minister, Minister and /or other Alberta DM's and Ministers (SPC) on immigration matters, as well as documents to secure input from Albertans (immigration consultations). This requires coordinating the support of a variety of government departments, including Economic Development, International and Intergovernmental Relations, Advance Education, Health and Wellness, Education, Community Development and Children's Services.

Leading and coordinating effective relationships with industry, Aboriginal peoples, labour, community stakeholders, other Alberta department stakeholders, and Ministry staff to ensure Alberta's view is represented in the development of programs or initiatives that will impact labour market, social policy, immigration, and workplace issues.

Ensuring urgent requests or problematic cases raised by elected officials or their representatives on specific immigration or refugee applications, are dealt with in a timely and appropriate manner.

Respond to public inquiries/concerns regarding immigration policies and programs, either directly, or draft responses for Ministerial/Premier's signature.

- 5. Ensure the delivery of immigrant settlement services and language training programs through contracted services providers, impacting approximately 80% of the 15,000 immigrants who arrive in Alberta annually. This includes the delivery of province-wide contracted adult basic literacy, English as a second language, and settlement programs to immigrants, consistent with Government of Alberta and department financial, human resources, and administrative policies.**

- 6. Provide leadership to the Intergovernmental Relations and Immigration Branch, within HR&E and the broader community.**

Develop strategies to organize, monitor and evaluate the branch's work, linking it to the division and corporate business plans, and ensure quality assurance and continual improvement processes are in place.

Provide advice, guidance and direction to management/professional staff to effectively meet the branch goals.

Monitor branch and individual performance.

Plan and manage the branch's human and financial resources by implementing strategies to obtain and maximize the resources consistent with division and corporate policies and goals.

Participate as a member of the Strategic Services Senior Management Team.

Representing the department on cross-ministry strategies through participation with other Alberta departments.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

An extensive knowledge of the following is required as the foundation of the Director's ability to provide expert advice and advance departmental objectives effectively within Alberta and intergovernmental:

- Constitutional matters, Canadian federalism, federal-provincial relations, and intergovernmental negotiations. This forms the analytical and practical foundation for the position.
- Government of Alberta's decision-making processes, policy directions/priorities, and the roles/responsibilities of various government departments in social, labour market, labour, and immigration policy.
- The federal government's structure, current policy orientation, and legislation related to social, labour market, labour and immigration policy.

A working knowledge of the following is required for effective management of the Intergovernmental Relations Branch:

- Policy/program development to ensure that programs are designed that address government policy objectives and accountability requirements.
- Processes of public administration/human resources management, including performance measurement and management, contract management, operational planning, and organizational change.
- Human Resources and Employment's business plan, the department's resources and the Ministry's programs.
- Immigrant serving agencies in Alberta, and key immigration stakeholders, both within Alberta and across Canada.

A graduate degree in the Social Sciences or equivalent is required.

### **Skills:**

- Strong leadership in a politically sensitive and diverse environment.
- Excellent written and verbal communication.
- Ability to develop strong interpersonal relations.
- Strong issues and project management leadership.
- Strong strategic and operational management.
- Strong judgment/decision-making.
- Stakeholder management.
- Excellent organizational skills to handle multiple high priorities.
- Ability to assess complex situations and provide proactive advice to the Minister, Deputy Minister, Executive Team and senior officials.
- Ability to be creative and innovative in developing policy related to immigration and intergovernmental matters.

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- Ability to facilitate and promote collaborative initiatives.
- Ability to lead and co-ordinate functionally diverse teams to guide complex, integrated strategies aligned with intergovernmental and immigration policies and programs.

**Essential Work Experience:**

- Extensive related senior/executive management experience.
- Considerable experience in working in intergovernmental relations in the Canadian federal system with either a provincial/territorial government or the Government of Canada, particularly with respect to labour market, social policy, immigration, and/or workplace matters.
- Experience in the management of complex projects with multidisciplinary teams focusing on policy and program development.
- Experience in providing advice to elected officials, executive management, senior officials, and stakeholders.
- Obtaining in-depth knowledge of intergovernmental issues and trends to provide strategic advice on the Ministry's policies and programs.
- Experience in program management and delivery.
- Establishing excellent interpersonal skills to successfully build relationships within the Ministry, with other Federal/Provincial contacts and with stakeholders.
- Leading and co-ordinating a shared vision, support decision-making, legislative planning, finance and human resource strategic planning.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The federal departments of Human Resources and Skills Development, Social Development, and Citizenship and Immigration are key contacts. The position must maintain strong, collegial working relationships with these ministries in order to advance Alberta's intergovernmental interests.

The Director participates as Alberta's representative in federal-provincial groups, such as the Canada-Alberta Liaison Committee, the National Child Benefit Working Group, the Social Services Support Committee, the Benefits and Services for People with Disabilities Working Group, and the Canadian Association of Administrators of Labour Legislation Standing Committee on International Labour Affairs.

HRE's intergovernmental objectives, and strategies to achieve them, are shaped by business need (as determined by Executive Committee) and the broader intergovernmental positions of the Government of Alberta. While the GOA

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intergovernmental positions rests on some clearly defined principles (such as respect for the *Constitution Act, 1867*, and reporting by the province to its citizens instead of other governments), the specifics of Alberta's intergovernmental position are nebulous and constantly shifting. Based on general direction from the Assistant Deputy Minister/Executive Team, the Director integrates desired outcomes with the broader Government of Alberta position, shaping the department's actions in the intergovernmental labour market, social services, immigration, and labour forums.

The Director receives direction of a general nature from the Assistant Deputy Minister towards departmental goals. For example, in developing Alberta's overarching approach to immigration matters, the ADM has provided broad direction for the development of a Ministerial Report. The Director will be responsible for leading a working group from other departments, determining the precise content of the MR, organizing public consultations, managing stakeholder expectations and public communications in order to meet the objective of Cabinet approval of an Alberta approach to immigration matters.

The position is responsible for leading the Governments overall approach to immigrants and immigration. This requires extensive coordination across government departments to ensure provincial responses are in place to successfully attract and retain immigrants.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Problem solving is done without direction from established policies. Guidance provided by the Assistant Deputy Minister and Executive Team is broad, and consideration of political interests and departmental requirements is necessary. For many issues there are few established solutions therefore the incumbent must develop new approaches and solutions to address the emerging issues.

The Director operates in an environment where broad objectives and governmental positions exist, with several means to meet the desired objectives. The environment contains many unknown elements as opportunities and decisions are shaped by high-level political considerations in 13 other F/P/T jurisdictions. Developing strategies to advance Alberta's intergovernmental objectives. For example, a long-standing objective for AHRE was to expand and build on the successes Alberta has experienced under the Canada-Alberta Labour Market Development Agreement. The Director developed strategies, led staff and supported Executive Management and the Minister to achieve this objective. Alberta led provinces in developing strategies to engage the federal government in negotiations, and the co-chaired negotiations with the federal government that resulted in a draft Labour Market Framework Agreement.

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Developing and representing Alberta's position in national and international forums. Given Alberta's leadership role in the Canadian federation, there is a high level of political sensitivity in developing Alberta's intergovernmental position, and ensuring its accurate representation to both other governments and the general public. For example, the Director led the development of AHRE's formal response to the International Labour Organization following the complaint of the Alberta Union of Public Employees about the *Labour Relations (Regional Health Authorities Restructuring) Amendment Act*.

Increasing community and political support for the attraction and retention of skilled immigrants is a key challenge for this role within the current Alberta context. It will require collaborative work with Senior Executives from across government, communities, business, labour, immigrant serving agencies and the Minister to create acceptance for increasing the number of skilled immigrants in Alberta to support continued economic growth, while also addressing the skill training needs of Albertans.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Alberta departments: International and Intergovernmental Relations, Economic Development, Children's Services, Seniors and Community Supports, Advanced Education, Health and Wellness, Community Development, Education, Agriculture, Food and Rural Development	Daily/as required.	Policy/issue identification and resolution.
Department's Minister, Deputy Minister; Executive Team	Twice weekly.	Issue identification/resolution, briefing, consultation and advice.
Branch staff	Daily.	Direction, advice, support.
<b>External</b>		

<p>Department's partners and stakeholders: Contracted language training and provincial immigrant settlement service agencies Labour organizations, business representatives, and Aboriginal organizations.</p>	<p>Daily.  Monthly/as required.</p>	<p>Networking, information and issue resolution.  Networking, information and issue resolution</p>
<p>Federal/Provincial/Territorial governments: all counterpart Ministries (dealing with labour market, social policy, immigration and workplace matters) in all F/P/T jurisdictions.</p>	<p>Weekly.</p>	<p>Policy/issue identification and resolution.</p>
<p>Public: Primary impact on recent immigrants, who are the focus of the language training and settlement programs. Broader, secondary impact on all Ministry clients, particularly in the People and Skills area, where federal-provincial initiatives and funding arrangements impact departmental programs and services.</p>	<p>Weekly.</p>	<p>Information and advice.</p>

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

Externally, the incumbent interacts with MPs or their representatives, MLAs or their representatives, other Alberta departmental staff, municipal councilors and staff, business, labour, provider agencies, and Federal/Provincial/ Territorial representatives to establish protocols, strategic processes, policy and procedures to co-ordinate intergovernmental and immigration initiatives.

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This position negotiates agreements that impacts a wide spectrum of HRE clients and staff, as agreements deal with both federal-provincial policy and funding arrangements (such as the Labour Market Development Agreement, and the Labour Market Agreement for People with Disabilities) and administrative practices (such as intergovernmental information sharing agreements for efficient program delivery).

Internally, the incumbent interacts with the Minister, Deputy Minister, Executive Team, management and staff to lead and support the development of policy and programs consistent with the established intergovernmental and immigration agreements, policy and procedures, as well as the design and delivery of programs for immigrants.

Last Review / Update: 2016-03-11

# MJEP

## Benchmark Evaluation - M420-38

### Identification Section

<b>Working Title:</b>	Director, Communications
<b>Ministry:</b>	Communications and Public Engagement
<b>Division, Branch/Unit:</b>	Communications Staff
<b>Reports To:</b>	Senior Official
<b>Levels to D.M.:</b>	1
<b>Job Description:</b>	M420-38
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Managing Director, Public Affairs Bureau, and functionally to the ministry's Deputy Minister and Minister, the Director, Communications directs and promotes public awareness of the ministry's programs and policies to meet the information needs of Albertans. The position leads a team of communications professionals which develops strategic communications plans and products in support of the ministry's objectives and government direction. The Director and team are the ministry's key resource for public and internal corporate communications: writing, media relations, crisis communications, issues management, communications planning, advertising and publication of corporate communications materials. Coordination with other ministries is key.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	F4 50% 200	F3+C 264	864

Short Profile: A2

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## Evaluation Rationale

- **Know-How:**
  - **F:** Requires in-depth knowledge of internal and external communications methods, media relations, issues management, marketing and communications planning, political processes and government systems.
  - **II:** Position must integrate business plan goals and objectives of the ministry into Communications strategies and develop an effective operational structure for a Communications branch for a midsize ministry.
  - **3:** Position influences the actions and decisions of the Minister, Deputy Minister and executive team in the provision of strategic advice and consultation. It also must influence and maintain an accurate public perception of the ministry to external stakeholders. As the primary spokesperson, the position must present the Minister's and department's position on issues to the media and the public.
- **Problem Solving:**
  - Position requires considerable analytical skills to synthesize a diversity of information and to anticipate the impact of the department's actions and initiatives. The position interprets and articulates broad concepts and ideas that are government wide into meaningful messages to the Minister and executive team within tight timeframes. It must immediately respond to emerging issues and resolve crises that affect the media, public, and internal perception of the ministry with little precedent or guidelines. Position has broad policy direction from PAB, ministry's Deputy Minister, and the Minister.
- **Accountability:**
  - **F:** Role is a member of the executive committee and provides direct Communications advice to the Minister, Deputy Minister, and other ministry executive team members, as well as input to departmental planning. Has the freedom to develop, establish, and operationalize department Communications frameworks and plans.
  - **3+:** Push on the 3 recognizes the large group of external stakeholders (including the media and public) who are affected by the decisions and actions of the position, as well as each member of the department.
  - **C:** Position supports the activities of the ministry by providing communication consultation to staff, briefings and counsel to the Minister and Deputy Minister, and input to department planning.

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### Last Reviewed:

Last Review / Update: 2017-12-12

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# MJEP Benchmark

## Job Description - M420-38

### Identification Section

<b>Working Title:</b>	Director, Communications
<b>Ministry:</b>	Communications and Public Engagement
<b>Division, Branch/Unit:</b>	Communications Staff
<b>Reports To:</b>	Senior Official
<b>Levels to D.M.:</b>	1

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Director, Communications directs and promotes public awareness of the ministry's programs and policies to meet the information needs of Albertans. The position leads a team of communications professionals which develops strategic communications plans and products in support of the ministry's objectives and government direction. The Director and team are the ministry's key resource for public and internal corporate communications: writing, media relations, crisis communications, issues management, communications planning, advertising and publication of corporate communications materials. Coordination with other ministries is key.

The Director, Communications reports to the Managing Director, Public Affairs Bureau, and functionally to the ministry's Deputy Minister and Minister. As a member of the ministry executive team, the position contributes to the overall planning and strategic direction for the ministry and also to government-wide communications planning and coordination as a member of Public Affairs Bureau's management team.

### Specific Accountabilities

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**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

**Directs and promotes public awareness of the ministry's programs and policies to meet the information needs of Albertans**

- Provides expert level communications advice directly to the Minister, Deputy Minister, and other ministry executive team members
- As part of the ministry executive team, contributes to ministry policy and decision-making from a communications perspective
- Develops, oversees, and implements ministry strategic communication plans
- Coordinates communications activities with other ministries for a government-wide perspective

**Provides media relations and issues management support to the Minister, executive team and other ministry staff**

- Acts as media spokesperson
- Provides advice and guidance to other spokespeople who will be speaking to the media and for media events
- Provides opportunities and strategies to ensure the media relations activities are carried out effectively
- Directs and oversees media monitoring and preparation of briefing and background materials, and issues/inquiry responses for the Premier, Minister, Deputy Minister, and senior managers

**Ensures the timely and appropriate preparation of print and electronic communications materials such as news releases, speeches, brochures, newsletters, videos and websites**

- Gives overall direction on material expectations in terms of quantity, quality, timing
- Oversees deadlines and budgets
- Reviews final materials for quality, accuracy, timeliness and adherence to the GoA brand, style and visual identity guidelines

**Develops partnerships and linkages with internal and external stakeholders to maintain their awareness of government initiatives and to provide ministry input**

- Builds and maintains relationships with:
  - Media representatives
  - Cross-ministry colleagues and communications teams
  - Government officials
  - Ministry stakeholders
  - Advertising agencies/communications industry

**Oversees corporate internal communications support to the ministry.**

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- Provides expert level communications advice directly to the Minister, Deputy Minister, and other ministry executive team members
- Develops, oversees, and implements internal corporate communication plans
- Ensures the timely and appropriate preparation of print and electronic corporate internal communications materials

**Provides communications support to ministry and cross-ministry committees.**

**Leads and directs a team of communications professionals and administrative staff**

- Provides interpretation of strategic directions, and develops communications and implementation plans
- Guides the strategic communications planning process
- Oversees work of communications team
- Provides opportunities for development of the communications team

**Implements operational policies and systems**

- Leads and monitors performance standards to ensure the communications branch operates effectively and that high professional standards and ethics are maintained
- Oversees the communications branch budget
- Allocates funding for specific activities including hiring, advertising, project resources, etc.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Degree or diploma in communications, public relations, journalism, English or a related field and at least eight years related experience

Exceptional strategic communications planning and issues management skills

Exceptional media relations skills

Strong project management skills

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Depth of knowledge of different communication tools and products such as media relations, social media, print and graphic design, advertising

Exceptional communication skills to articulate department messages verbally and in writing to a broad and diverse audience

Strong knowledge of the public consultation process

Understanding of Alberta political system, processes and government structure

Understanding of the business of the department including knowledge of various stakeholder groups and familiarity with issues, trends and directions

Knowledge of Freedom of Information and Protection of Privacy legislation, policies, and procedures

Knowledge of Public Affairs Bureau standards, policies, and procedures

Accounting and financial reporting skills

Leadership and motivation skills

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The Communications Director provides leadership and direction to a team of professional communications staff providing communications planning and support to the department. The Director leads, mentors and motivates staff, encouraging creativity and innovation. They provide leadership on communications strategies and activities to support the department's business plan goals and expected outcomes.

There is considerable leadership by the director in providing strategic communications advice to the Minister, Deputy Minister, and executive team, as well as in developing relationships with the media and as a communications liaison to key stakeholders. The 24-7 news environment requires an ability to respond quickly – and requires strong judgement on the appropriate approach. The Director provides a big picture perspective to department communications planning and coordinates multiple projects and strategies to ensure consistency within the department and with cross-government initiatives.

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## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Considerable analytical skills are required to synthesize a diversity of information, to anticipate the impact of department actions/initiatives, to recommend proactive approaches and develop appropriate strategies to address issues and to profile the department with its key stakeholders.

The Director interprets and articulates broad concepts and ideas. Issues dealt with by this position require consideration of a number of diverse factors and development of strategies appropriate to the issues. The Director must have a good sense of broader government and priorities to provide effective consultation and advice to the Minister and the executive team.

Strategic advice is provided to the Minister and Deputy Minister requiring the synthesis of information gathered from a number of sources and distilling the key messages/issues often within tight timeframes.

Managing expectations and relationships can be a challenge due to the volume of work and resources available, as well as the varied roles and responsibilities within ministries. For example, the Internet and social media play a key role in communications – however in many ministries, the content and technical support for the Internet is not led by communications. As well, although communications plays an important role in supporting internal communications, the success of employee engagement is dependent upon involvement by the leadership team, managers and supervisors.

### **Examples of Difficult or Challenging Situations and Complex Problems:**

Many ministries have very technical or complex information to communicate. The challenge is to digest and present this information in a concise and plain language way so it can easily be understood by media and Albertans. For example, it is very challenging to explain things such as: market value assessment; oil and gas royalties; overarching legislation or technical studies and reports.

A coordinated approach is needed when issues affect other ministries. For example, to provide the full government perspective a program announcement or media inquiry may require liaison with a number of ministries involved or impacted.

The Internet and a 24-7 news environment require a quick and accurate response to emerging, often complex or evolving issues. Quick and accurate response is required – on a range of subjects. Examples can range from responding to an emergency like a fire or flood to correcting public misinformation on a government program.

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Meeting these challenges requires thorough issues analysis and providing advice to senior executives and the Minister, and providing support to the Minister as he/she takes policy and other initiatives through the government approval process. Analysis requires monitoring trends and maintaining a good understanding of broad, sometimes national, directions.

The increase in consequence and crisis communications since September 11, 2001 presents another area of complexity for Communications Directors as does the need to act as a corporate resource for GoA events like Cabinet Tours, Royal Visits or emergencies.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Minister, staff from the Minister's office, Deputy Minister and Executive Team members within the department	Daily	This position is relied on to provide consultation and expertise to maintain an accurate understanding of the ministry's initiatives and to provide consultation and advice on major issues and initiatives. These responsibilities require the ability to gauge public perception/reaction to initiatives, to anticipate potential impact, to interpret department policies and actions, and to develop appropriate strategies to present the department/government message or position.
Premier's Communications Director, Managing Director, Public Affairs Bureau, and Communications Directors in other departments	Regular contact	To exchange information and to develop communications approaches and provide input to government-wide initiatives.

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Program Staff	Regular contact	To exchange information and provide communications advice and support. The Communications Director is relied upon to ensure department staff relations with the communications branch are well maintained and dealt with in a professional manner.
<b>External</b>		
Media Contact	Regular contact	The Director is relied on to present the government's position on issues.
Stakeholders	Regular contact	The Director plays an important role in liaising with stakeholders, to maintain their awareness of ministry initiatives.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

Outcomes of this position have impact on both internal and external (stakeholders, public) audiences. The Director influences and impacts department policy through participation on the executive team. The Communications Director also contributes to overall government communications at the corporate level through participation on the management team of the Public Affairs Bureau.

Last Review / Update: 2017-12-12

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# MJEP

## Benchmark Evaluation - M420-37

### Identification Section

<b>Working Title:</b>	Director, Fort Saskatchewan Correctional Centre
<b>Ministry:</b>	Justice and Solicitor General
<b>Division, Branch/Unit:</b>	Corrections
<b>Reports To:</b>	Executive Director, Adult Corrections
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-37
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Executive Director, Adult Corrections, the position manages the operations of the Fort Saskatchewan Correctional Centre and bush camps housing approximately 450 offenders. The responsibilities include the operation of a wide variety of programs for a mixed sentenced population including farm and camp operations, rehabilitation programs, assessment and treatment and security functions relating to the physical plant and the incarceration of offender. Position manages a large staff complement and a significant budget.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	F4 50% 200	F-2P 264	864

Short Profile: A2

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## Evaluation Rationale

- **Know-How:**

- **F:** The position requires expertise in all aspects of Adult Corrections and the criminal justice system to oversee a 24-hour corrections operation. This position manages a large staff who work within a structure of diverse procedures and programs.
- **II:** The centre has approximately 200 staff delivering the various programs 24/7. Position requires excellent organizational and time management skills.
- **3:** Position provides direction to management and staff to ensure consistency between shifts and conformity with the practices and procedures in other Centres. Is in regular contact with representatives from the courts, advocacy groups, policy and union officials.

- **Problem Solving:**

- Extensive resource and inmate management problems result in unknown situations that require immediate problem solving. Two levels of management above the position simplify its thinking environment.

- **Accountability:**

- **F-:** Reflects that within the standing orders, the position has the latitude to make operational day-to-day decisions for a large stand-alone institution.
- **2:** Position is directly responsible for the centre and works as a member of the management to ensure that the correctional services program is delivered consistently across the province.
- **P:** Responsible for the proper care, custody and control of the offender population at the Fort Saskatchewan Correctional Centre which admits, releases or transfers over 7000 offenders annually.

**Last Reviewed:**

Last Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M420-37

### Identification Section

<b>Working Title:</b>	Director, Fort Saskatchewan Correctional Centre
<b>Ministry:</b>	Justice and Solicitor General
<b>Division, Branch/Unit:</b>	Corrections
<b>Reports To:</b>	Executive Director, Adult Corrections
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Executive Director, Adult Corrections, the position manages the operations of the Fort Saskatchewan Correctional Centre and bush camps housing approximately 450 offenders. Personally and through subordinate managers, this position oversees the proper care, custody, and control of the offender population of the Fort Saskatchewan Correctional Centre. The responsibilities include the operation of a wide variety of programs for a mixed sentenced population including farm and camp operations, rehabilitation programs, assessment and treatment, and security functions relating to the physical plant and the incarceration of offenders.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

1. **Effective management of the Fort Saskatchewan Correctional Centre by:**

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Ensuring that policy and procedure guidelines are followed and that specific needs of the centre and each satellite camp are addressed through standing operating procedures developed for that particular operation.

Managing the physical plant to ensure that a safe, healthy, and secure environment as stipulated in various acts and regulations is maintained for both staff and offenders at the facility.

Monitoring and controlling an annual budget of approximately \$10.5 million.

Implementing initiatives identified by head office.

Preparing and, if necessary, enacting plans and contingencies for emergency crisis situations.

This ensures that Departmental goals and objectives are being achieved, and financial resources are managed within policy and budget.

**2. Maintaining an effective working relationship with employees by:**

Providing direction to operational subordinates and supervisors in order to ensure consistency between shifts and conformity with practices in other centres to the extent possible.

Ensuring that all staff receive adequate training in order to carry out their assignments competently and effectively.

Assigning work to centre managers, assessing managers' performance, and disciplining staff.

**3. Monitoring offender status by:**

Ensuring that offender court appearances, admissions, and releases are in accordance with warrants issued by the courts, departmental policy or relevant acts and regulations. Comply with rulings handed down by the courts.

Recommending or approving the pre-release of certain offenders into the community, whose presence could conceivably jeopardize the safety and well-being of certain persons or the public at large.

Hearing offender appeals.

Evaluating programs.

**4. Using creativity and innovation by:**

Managing an increased offender population with no offsetting budget increases.

Implementing an absence review process which will reduce overtime and cover-off costs.

Balancing the needs of competing interest groups inside and outside of the centre.

Prioritizing expenditures and programs in order to ensure that only programs which contribute to Divisional and Branch goals are maintained and that optimum efficiencies are achieved.

Contributing as a member of an educational consortium committee.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Extensive knowledge of the criminal justice system, relevant legislation such as the Corrections Act and the Criminal Code of Canada, departmental goals and objectives, departmental policies and procedures, labour relations, budgeting, financial administration, human behaviour, and personnel management techniques in a large organization.

Effective planning and analytical, time management, interpersonal communication, leadership/delegation, and coordination skills. Ability to direct and monitor the progress of subordinate staff. Requires evaluation and timely decision making skills based on good judgement during crisis situations.

Several years of progressive management and operations experience within Correctional Services in maximum and medium security institutions, human resource management and supervision experience, and experience in team management. The position requires regular contact with a variety of organizations including the police, the courts, other centre directors, union officials, human resource consultants, immediate supervisor (Executive Director, Adult Centre Operations), subordinate managers, advocacy and special interest groups, offenders, and the general public.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

This position must coordinate and organize the efforts of several different department activities or functions across all areas of the department. Position prepares and administers a \$10.5 million budget and manages and supervises a staff complement of 15 subordinate managers, approximately 185 bargaining unit employees, and up to 450 offenders. Position provides direction to management and staff to ensure consistency between shifts and conformity with the practices and procedures in other Centres in accordance with Departmental policy. Position establishes contact on a regular basis with representatives from the courts, advocacy groups, police, union officials, as well as occasional contact with the media.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The Director, Fort Saskatchewan Correctional Centre faces challenges in variable or path finding situations where both the problems and the solutions must be identified. This position balances the management of increasing numbers of offenders

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with decreasing manpower resources and increased demand to ensure the safety of the public (e.g. introduction of double bunking). Position is responsible for introducing changes, such as cost saving initiatives, which are often resisted by militant bargaining unit staff and a potentially hostile offender population; examples include elimination of offender incentive pay, the removal of colour televisions, and the removal of pool tables.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Staff, Managers	Daily.	Direct, coordinate, liaise.
Centre Directors	Daily.	Coordinate, liaise.
Aboriginal Justice Initiatives	Weekly.	Coordinate.
Personnel/SR	Weekly.	Coordinate and consult.
Offenders	Daily.	Direct, conflict, resolve.
Executive Director	Daily.	Receive direction, advise.
Human Resource Service	Daily.	Provide updates and consult.
Communications	Weekly/monthly.	Advise, consult.
Head Office	Weekly/monthly.	Consult.
Chapter AUPE Members	Weekly.	Consult, resolve labour problems.
Camp Managers	Weekly.	Direct, coordinate, monitor.
C.A.P.S.	Weekly.	Liaise, consult.
Staff College	Monthly.	Consult, advise.
Parole and Temporary Absence Programs	Daily.	Reply, consult.
Young Offender Branch	Occasionally.	Liaise, consult.
Community Corrections Offices	Weekly.	Consult, advise.
<b>External</b>		

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Social Services	Monthly.	Consult.
Alberta Hospital Edmonton	Monthly.	Consult.
Educational Institutions	Weekly.	Consult, direct.
Contract - doctor, dentist	Monthly.	Consult, direct.
Other government departments	Weekly.	Liaise, consult.
Metis Nations	Weekly.	Liaise, consult.
Immigration Services	Occasionally.	Liaise, advise.
Federal Investigator	Occasionally.	Liaise, advise.
Community agencies	Daily.	Consult, coordinate.
Police	Weekly.	Consult.
AUPE (Union Stewards)	Daily.	Consult, inform, direct.
Lawyers	Daily.	Advise.
Offender families	Occasional.	Negotiate.
Ombudsman	Weekly.	Consult.
Judiciary	Occasional.	Tours.
Local Municipal Officials	Occasional.	Liaise, consult.
Media representatives	Occasional.	Liaise, consult.
Distributors/suppliers	Monthly.	Liaise, consult.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

The Director, Fort Saskatchewan Correctional Centre is responsible for the efficient allocation of human, financial, and material resources in accordance with Departmental policy. The care, custody, and control of the offenders as well as protection of the public are of paramount importance. This position has the freedom to initiate responses in the event of emergency or crisis situations. Balancing is required in dealing with various competing interest groups both within and outside the centre.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M420-36

### Identification Section

<b>Working Title:</b>	Director, Workplace Health
<b>Ministry:</b>	Public Service Commission
<b>Division, Branch/Unit:</b>	Workplace Health
<b>Reports To:</b>	Assistant Commissioner
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M420-36
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Assistant Commissioner, and within the scope of Government of Alberta HR Directives and Regulations, the position manages the division's activities and professional, specialized staff to develop, implement and maintain government-wide health, safety, employee assistance and disability management programs; and ensures the division's direction aligns with the Government's strategic business goals and priorities.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	F4 50% 200	F2-P 264	864

Short Profile: A2

### Evaluation Rationale

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- **Know-How:**

- **F:** The position manages complex, broad programs that are functionally similar. Extensive knowledge is required in order to provide leadership to staff and external stakeholders in the areas of: safety, workplace health, employee assistance and disability management. In depth knowledge of health and safety legislation, government processes, and the political process is required.
- **II:** Position supervises a group of professionals with varied activities in a similar program area e.g. EFAP Manager and Consultants, and Workplace Health Consultants. The work of this department impacts all employees within the Alberta Public Service e.g. counseling, safety assessments and consultations, and return to work advice and guidance.
- **3:** Position must work to integrate numerous stakeholders on diverse issues. It is required to benchmark with external organizations, represent the Public Service at relevant conferences and seminars, and promote the workplace health framework to all senior Government officials. This requires strong facilitation and advisory skills. As well, superior leadership skills are required to coach, mentor, direct, motivate, develop and evaluate a diverse group of professionals.

- **Problem Solving:**

- The thinking environment is characterized by global, strategic planning around a framework of legislation and collective agreements. Problem solving must integrate all Ministries' Workplace Health programs into the Government's initiatives.

- **Accountability:**

- **F:** Senior person responsible for Workplace Health and Safety across the Government. Position has latitude in the setting of standards in new areas of development for the Public Service of Alberta.
- **2-:** Results are internally focused affecting all employees within the Public Service.
- **P:** The Director, Workplace Health is fully responsible for effectively delivering the Public Service Workplace Health Framework to all ministries and Public Service employees.

**Last Reviewed:**

Last Review / Update: 2015-02-05

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# MJEP Benchmark

## Job Description - M420-36

### Identification Section

<b>Working Title:</b>	Director, Workplace Health
<b>Ministry:</b>	Public Service Commission
<b>Division, Branch/Unit:</b>	Workplace Health
<b>Reports To:</b>	Assistant Commissioner
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Assistant Commissioner, Human Resource Policy and Consulting, and within the scope of Legislative and Alberta Public Service HR Directives and Regulations, this position manages the development, implementation, and maintenance of the government wide occupational health, safety, and workplace health, employee assistance, and disability management programs enabling ministries to achieve their organizational goals and objectives in these areas. The position contributes to the development of strategies and initiatives under the Corporate HR Plan and the Alberta Public Service Workplace Health Framework.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Lead the Workplace Health staff in developing effective policies, standards, guidelines, programs, and services that support a healthier work environment for Alberta Public Service employees by: identifying program needs, benchmarking with external

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organizations, attending relevant conferences and seminars, conducting needs assessments with ministries, conducting research on current trends.

Ensure effective leadership by providing direction and coaching support to Workplace Health staff by: coaching, mentoring, and empowering staff to use their creativity to think 'outside the box', providing appropriate performance management feedback tools, leading by example, and by fostering a professional working environment founded on trust and respect.

Identify opportunities and prioritize areas for action and develop effective solutions to issues by: working with human resource directors and staff to understand current and emerging legislation, guidelines and best practices; and working with key stakeholders to align needs and solutions with strategic business goals and priorities.

Negotiate and manage effective partnership and financial arrangements with external organizations by: networking, gathering information, sharing information, attending conferences and meetings, contracting services, acting as an industry leader, co-leading cross ministry and organization teams.

Ensure effective resolution of issues and complaints through consultation with stakeholders, development of appropriate complaint resolution processes, and providing expert information and advice.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Senior management experience in all areas of human resource management and considerable experience in health, safety, workplace health, employee assistance or disability management.

A proven track record in applying strong leadership and management skills to integrate human resource planning with strategic organizational goals.

Exceptional communication and relationship building skills.

Program development and implementation experience.

Ability to communicate in writing and person with diverse groups.

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Experience in building partnerships with internal and external stakeholders.

Related social science or business degree.

Degree in public administration is desirable.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Position coordinates and organizes the department's activities by providing direction to staff on policies, procedures, and legislation; ensuring the department's direction is consistent with overall Alberta Public Service Business Plans and Workplace Health Framework. Position is considered a leader by all ministries and the Alberta industry in applying Health and Safety legislation, and in integrating employee wellness, employee assistance, and health and safety programs and practices.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Managing the development and implementation of diverse health and safety programming in a regulatory environment requiring extensive consultation with diverse stakeholders/clients who often have differing needs and objectives.

Finding creative solutions to disability management issues when existing policies and guidelines do not address the issue e.g. developing a marketing campaign to increase the utilization of the ESRA program, involving the union in the development of work accommodation strategies.

Solutions are found within the framework of Legislation including: *Public Service Act, Public Service Employee Relations Act, Alberta Human Rights Act, Occupational Health and Safety Act, Workers' Compensation Act, Freedom of Information and Privacy Act*. Issues may arise where stakeholder clients have opposing positions.

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## Relationships/Contacts

(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Public Service Commissioner	Monthly.	Briefings, updates advice on issues.
Assistant Commissioner, HR Policy and Consultant	Weekly/monthly.	Project updates, advice on issues, briefings, project development, staffing issues.
CHR Directors/Consultants	Monthly.	Coordination of projects, issues advice, ongoing open exchange of information.
Workplace Health Consultants and staff	Daily/weekly.	Open communication, updates on projects and issues, performance planning.
<b>External</b>		
Human Resource Directors	Monthly/annually.	Consultation, and provide advice on HR issues and problems, collaboration on projects and initiatives (e.g. Workplace Health Strategy, HR Capacity).
HR Managers / Consultants / Union	Monthly.	Consultation and provide advice on HR issues and problems, collaboration.
Other jurisdictions	Annually.	Information exchange, best practices research.
External service providers.	Annually.	Contract management issues, tendering, direction on projects.

## Impact and Magnitude of Job (Scope)

(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)

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The strategies and processes that are developed and implemented by this position have a significant impact on the overall accountability of each ministry. This position is responsible for ensuring the development of appropriate policies, strategies, directives and regulations pertaining to changes to Health and Safety Legislation e.g. hazard identification and control, emergency preparedness, Labour Relations Legislation e.g. work accommodation, and confidentiality issues pertaining to Employee Assistance. Position sets an industry standard in the provision of work life balance options and the integration of the areas of health and safety, disability management and employee assistance.

Last Review / Update: 2015-02-06

# MJEP

## Benchmark Evaluation - M420-39

### Identification Section

<b>Working Title:</b>	Area Manager, Lesser Slave Area
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Forestry
<b>Reports To:</b>	ADM
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M420-39
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### [Organization Chart](#)

(requires login)

### Job Summary

Reporting to the Assistant Deputy Minister, this position is one of nine regional area managers who are responsible for the integrated delivery of multiple natural resource programs (Forestry, Fish and Wildlife, Lands and Rangeland) within a defined provincial geographic section of the province. This position is responsible for the financial and administrative functions within the area and supervises up to 4 senior program managers for a total of approximately 60-70 staff members. This position also provides direction to the Fish and Wildlife Enforcement Field Services Program for administrative matters within the Lesser Slave Area. The Area Manager provides input into the program operational planning and departmental business planning process based on the issues and priorities for their area. Decisions are made on administrative penalty recommendations under the Forest Act, Public Lands Act and Geophysical Exploration appeal process. The Area Manager supports provincial process and initiatives by active participation or provision of resources to support a team based approach. This includes ensuring SRD representation and input into Environmental Impact Assessments on regulated projects within the area or supporting species at risk initiatives, cross ministry initiatives such as the Integrated Land Management Framework and the Water for Life strategy. Considerable consultation, relationship building and collaboration with numerous stakeholders is significant to the success of achieving the department's business plan goals.

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## Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 50% 200	E+2P 230	830

Short Profile: A1

## Evaluation Rationale

### Know-How:

- **F:** Requires extensive multi-disciplined natural resources knowledge to lead in the delivery of four complex programs (Fish and Wildlife, Forest Protection, Public Lands, and Lands and Forests) within the Lesser Slave Area. This includes the related legislation and guidelines to manage the programs and implement decisions.
- **II:** In order to provide the required quality of leadership to the various stakeholders and staff, the position requires considerable knowledge of integrated land management, planning processes and principles. A strong understanding of the social environmental and economic elements related to a wide range of landscape values is required to collaboratively lead the diverse interest groups while achieving the department goals in a matrix structured environment. Position was not given a push because there are 9 Regional Managers delivering the program so leadership decisions are dissimilated.
- **3:** Extensive experience in maintaining effective relationships and working collaboratively with multiple stakeholders who have differing interests and agendas. In addition, position provides leadership, supervision and support to a large team.

### Problem Solving:

- Within the scope of the position, conflict resolution within natural resource management requires consideration of multiple policies, legislation, scientific theory and operational issues management. This includes making penalty decisions, responding to appeals from industry while maintaining the resource management objectives of the department.

### Accountability:

- **E+:** Decision making is done within the legislative, policy and guideline parameters including reference to past decisions and precedents. However the position has some discretion for creativity and innovation to resolve problems. The push comes from reporting directly to the ADM.
- **2:** The position is responsible for the Lesser Slave Lake Area that is responsible for managing 4 distinct program areas and approximately 60-70 FTE's.
- **P:** The results of this position are externally focused and affect a significant portion of the population including private industry and special interest groups.

### Last Reviewed:

Last Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M420-39

### Identification Section

<b>Working Title:</b>	Area Manager, Lesser Slave
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Forestry Division, Lesser Slave Lake
<b>Reports To:</b>	Assistant Deputy Minister
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Assistant Deputy Minister, Forestry Division the Area Manager is responsible for the integrated delivery of departmental programs within a defined geographical area. The Area Manager ensures integrated delivery amongst program areas (Forestry, Lands, Rangeland and Fish and Wildlife) while ensuring adherence to the provincial program framework. Within the regulatory framework, the Area Manager is responsible for the operational decisions to ensure multiple program delivery and program support functions are delivered in an integrated manner. Works closely with Head Office program directors on matters related to program policy conflicts, natural resource management conflicts, workload issues, resource issues, and priority setting. The Area Manager works together through the Area Managers Council to ensure provincial consistency and effective operational integration and supports provincial process and initiatives by active participation or provision of resources to support a team based approach. Aboriginal consultation and relationship building within communities and with clients are critical elements.

### Specific Accountabilities

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(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)

**1. Integrated delivery of departmental programs within a defined geographical area.**

Directs integrated program delivery and actions to ensure provincial consistency and compliance with program expectations through the delivery of work commitments, monitoring progress and reporting outcomes to meet program expectations to program Branch (i.e. APACK).

Allocates assigned resources to meet program work commitments and support cross-government initiatives.

Ensures effective workload planning by ensuring the most valuable and important work is conducted first based on priorities, risk management and commitments made.

Identifies and submits issues to the Resource Directors Council regarding integration policy conflicts, gaps or where decision making may set precedence (i.e. resources, workload priorities).

Provides input on the Resource Directors Council performance to the Assistant Deputy Minister.

**2. Integrated operational resource management decision making at the area level.**

Ensures consistency with provincial policy and program direction and makes integrated operational decisions within a policy and legislative framework.

Facilitates decision making among program managers to resolve issues and consults with program directors for input on resolution of issues.

Policy and resource management conflicts of provincial significance are brought to the attention of the Head Office program manager and/or the Natural Resource Management board of directors for action.

**3. Supports provincial process and initiatives by active participation or provision of resources.**

Community and client representation communicates the department position.

Public Information, Education and Outreach are delivered on a departmental basis with focus on provincial priorities and local information needs.

**4. Delivery of administrative support functions.**

Ensures fleet and asset management at the area is managed efficiently and effectively, with sharing between program areas.

Ensures the administrative functions delivered within the area across program lines ensures better consistency of administrative and human resource policy application and information tracking across program areas.

Manages the consolidation of financial tracking processes across program areas with tighter ties to the Finance and Administration Division for procedure and standards promote higher effectiveness in financial tracking and reporting. Results are better information for managers to

support decisions, effective use of our financial management system (IMAGIS), and fewer independent records used to track finances.

Achieves the SRD Human Resource Plan goals by supporting and implementing the plan's strategies within the area.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

A general knowledge of the department's legislation, policies and internal processes is required to effectively make decisions that support sustainable natural resource management with a relative degree of decision consistency across the province.

Knowledge of the Forest Protection, Forest Management, Land Management, Rangeland, Fisheries, and Wildlife program direction and annual outcomes is required to ensure their business unit work plan reflects the priorities and commitments required to support achieving the SRD Business Plan goals and strategies.

In-depth knowledge of the administrative penalty process for the Forest Act, Public Lands Act and Geophysical Exploration Regulations is important for decision making on administrative penalty recommendations. An understanding and firm application of the principals of fairness and due process are important for decisions to withstand scrutiny.

Substantial knowledge of land management planning process and principles is required for the management of new planning processes or the interpretation and explanation of existing plans. This includes knowledge of industry lead planning initiatives such as the Detailed Forest Management plans conducted by Forest Management Agreement holders.

Being the operational integrated decision maker in the field, the Area Manager must understand the impacts of development on a wide range of landscape values. The principles of Sustainable Natural Resource Management must be understood, inclusive of the factors related to social, environmental and economic elements. This is necessary to determine the compromise, mitigation, or trade-off options from which to make a decision.



## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

An in-depth knowledge of organizational awareness and matrix management systems is required to ensure an integrated operational delivery of the departments programs. This includes a strong team-based focus on achieving results, complete with articulation of the vision, goals and desired outcomes. A strong understanding of APACK as the department's work planning, priority setting, progress tracking and results reporting system is important for this work environment to be successful.

A high degree of communication and coordination is expected with the Program Directors to ensure the area's issues and priorities influence program direction and/or provincial policy. Coordination of feedback processes through formal means such as program reviews and informal through individual communications is required.

Financial management skills and the ability to review and understand financial statements is required for efficient management of the area budget and program execution.

The Area Manager must demonstrate effective facilitation skills. Many of the issues brought forward to the Area Manager for a decision have polarized positions and opinions. Whether these issues are internal or external, the Area Manager needs to be able to engage people in discussion, ensure each understand the others positions, gain support for the desired outcomes and goals and ultimately make final decisions if consensus cannot be achieved. These decisions must be balanced as best as possible, reflect the recommendations of others when possible and provide rational when everyone's values cannot be accommodated. Internally within SRD, once a decision has been made, the Area Manager has a role in ensuring that department employees communicate and support the decision to our clients and in the public forum.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Managing local land management planning initiatives typically involves very polarized views on the allowable activities and values that individuals and user groups apply to an area. Through these planning exercises there often is opportunity for creative solutions and the opportunity to be pro-active in managing emerging issues.

Workload for individual programs in an area may often be in conflict with the priorities of the area. The Area Manager may at times be required to have staff assist others in achieving a specific program goal and must do so without significant compromise to the other program delivery expectations and commitments made to the program directors. The Area Manager has discretion to manage the area's resources to meet critical priorities.

The Area Manager may receive appeals from industry on conditions imposed on disposition approvals. The Area Manager will be in a position to assess the rationale of why the conditions were applied and the options available to meet the same outcomes. Decisions are based on determining reasonable measures to maintain the resource management objectives of the department.

Area Managers will be making administrative penalty decisions under authority of the Public Lands Act, the Forest Act and the Geophysical Exploration Regulations against clients. In some cases these are local clients through which the Area Manager must maintain good relationships with to achieve certain resource management objectives. This is a challenging situation where the Area Manager must make penalty decisions based on solid facts, fairness and due process on one hand and maintain good relationships on the other.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

<b>Clients</b>	<b>Frequency</b>	<b>Nature &amp; Purpose of Contact</b>
<b>Internal to our Ministry</b>		
Assistant Deputy Ministers	Regular basis	Provide information of local issues.
Program Directors	Regular basis	Provide information on local issues, policy and program advice

		and recommendations on issues, and inform directors of workload issues or conflicting program priorities.
Area Program Managers	Daily contact	Provide direction and keep informed of issues.
<b>External to our Ministry</b>		
Local MLA	Monthly	Information exchange.
Local Government/other government departments, Aboriginal Communities, Stakeholders	Routine	Collecting and sharing information, participation on joint initiatives.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The Area Manager is expected to have some influence on program direction and business planning by ensuring that the issues and concerns of field operations are communicated to Program Directors and the ADM's. The importance to the organization is the ability to adapt operations and create strategies to address concerns experienced across the province and to be pro-active in heading off emerging issues.

Because of the supervisor position across all program areas of the department (excepting Enforcement Field Services) there is opportunity to establish common application and interpretation of human resource policy across all functions.

The Area Manager supports achievement of the department's Human resource Plan by implementing the applicable strategies in the area, assessing their impact and reporting the results and employee feedback to Human Resources personnel.

By documenting decisions (and decision rational) on natural resource management issues, and making the decision rational available to all employees, the Area Managers have opportunity to review precedence when making decisions and

the employees will be able to understand why decisions were made. This has the opportunity to improve employee support to decisions (or understanding) across all functional areas, demonstrate an integrated approach to decisions and communicate the decision in a consistent manner to all stakeholders and clients.

The Area Manager has the freedom to act within the regulatory and policy framework of the department. Many of the resource management policies are outcome based rather than prescriptive. In those situations the Area Manager has discretion for some creativity and innovation to resolve problems.

Last Review / Update: 2016-03-11

# MJEP

## Benchmark Evaluation - M420-35

### Identification Section

<b>Working Title:</b>	Director, Human Resources
<b>Ministry:</b>	Advanced Education
<b>Division, Branch/Unit:</b>	Human Resources
<b>Reports To:</b>	ADM, Strategic Corporate Services
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M420-35
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Assistant Deputy Minister of Strategic Corporate Services, the position directs the planning, development and delivery of all human resource programs, policies and practices for the Ministry, and enables the alignment of strategic human resource initiatives with Ministry business goals. The position manages the delivery of human resource services in the areas of staffing, job evaluation and classification, employee relations, training and development, occupational health and safety, and HRMS for the ministry. It also coordinates ministry-wide strategic human resource initiatives such as workplace health, succession management, performance management, leadership development, employee recognition, attraction and retention strategies, and employee learning and development.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	F4 50% 200	F3C 230	830

Short Profile: A1

## Evaluation Rationale

### Know-How:

- **F:** Requires extensive knowledge of the theories, principles, and administration of human resource management, including the political and policy factors that influence the department's HR programs and their development. A broad knowledge of the GoA's human resources best practices, business planning and fiscal frameworks, relevant legislation such as the Public Service Act, Public Service Employee Relations Act, regulations, codes, and collective agreements, and the ministry's business plan are also necessary to lead strategic planning and direction of HR for the ministry.
- **II:** The nature of ministry's program delivery is centralized with few district offices. Position integrates various human resource management activities ranging from HR planning and policy development to program delivery activities. The II recognizes leadership of a small group of professional staff working in a broad functional area.
- **3:** Consultation and advice is provided on a wide range of sensitive issues concerning performance management and discipline, classification and pay, interpretation of the collective agreement, restructuring initiatives, separation packages, achievement bonus implementation, and workplace health and safety issues to executive committee members and other senior members of the department. The position must maintain and develop effective working relationships with internal and external stakeholders, including shared services partners and central corporate groups to develop and implement effective HR initiatives.

### Problem Solving:

- A broad framework of ministry business plans, employment legislation and government-wide HR policies assists problem solving. It must work within the parameters of the Public Service Act and other legislation and regulations to meet the department's needs. Position is often called upon to apply creative thinking and analytical skills to propose alternative ways of dealing with unique HR problems within the department, which may result in the development of a new ministry policy, practice, or program.

### Accountability:

- **F:** Role is the highest level of Human Resources support in the department. It has the authority to plan and develop the human resources programs and systems for the department that compliment broad government HR standards already in existence.
- **3:** Position's activities directly affect all employees within the department. It also has influence on the broader government HR initiatives and committees as it shares expertise in human resource management with other departments and groups.
- **C:** Position supports the activities of the department, by providing HR capacity, which in turn allows the department to meet its business goals.

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# MJEP Benchmark

## Job Description - M420-35

### Identification Section

<b>Working Title:</b>	Director, Human Resources
<b>Ministry:</b>	Advanced Education
<b>Division, Branch/Unit:</b>	Human Resources
<b>Reports To:</b>	ADM, Strategic Corporate Services
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Assistant Deputy Minister of Strategic Corporate Services, the Director, Human Resources provides leadership, advice and management in the planning, development and delivery of all human resource programs, policies and practices for the Ministry and enables the alignment of strategic human resource initiatives with Ministry business goals. This encompasses direction setting and managing the delivery of strategic human resource services that supports the Department's strategic directions, plans and initiatives and aligns with the Corporate Human Resource Plan and the Corporate Human Resource Development Strategy. Manages the direct delivery of human resource services (staffing, classification, employee relations, training and development, occupational health and safety), and indirectly through corporate service providers (Service Alberta) the areas of payroll and HRMIS. Leads and provides direction to a Human Resource staff and Service Alberta staff to ensure effective and responsive implementation of human resource strategies.

### Specific Accountabilities

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**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Development, planning and implementation of the Ministry Human Resource Plan, and associated human resource strategies and initiatives ensuring alignment with the Ministry Business Plan, the Deputy Minister's Performance Contract, Corporate Human Resource Plan and Corporate Human Resource Development Strategy. Includes ministry wide strategic human resource initiatives such as workplace health, employee recognition, succession management, performance management, leadership development, competency development, employee learning and development, attraction and retention, Employee Engagement Survey, etc.

The provision of expert advice to the Deputy Minister and senior management on key human resource issues, trends and strategic direction for the Ministry. Advocate and promote the adoption of human resource practices and initiatives that enable the Ministry to effectively realize its business plan goals.

Development and implementation of ministry human resource policies, strategies and initiatives through the application of best practices and government wide human resource strategies. Consult with senior staff and managers on an ongoing basis to determine the Department's human resource strategy, policy and program priorities.

The Deputy Head and department managers receive expert consulting in the areas of staffing, classification, employee relations, compensation, workforce adjustment, succession management, training and development, and occupational health and safety.

Requisite ministry human resource frameworks, policies, programs and services are effective, assured, and monitored by:

- Ensuring alignment with the department's organizational culture and operational requirements.
- Ensuring compliance with corporate/cross government human resource policies, approvals, authorities, accountability frameworks and standards. Determining service level requirements for human resource support services provided by corporate service providers (Service Alberta).
- Monitoring the quality of operational human resource support services delivered by corporate service providers in the areas of payroll and HRMIS and addressing service issues as necessary.
- Ensuring both ministry and GOA human resource data reporting and ministry human resource accountability requirements are satisfied. Includes input to and reporting on the Deputy Minister's contract and reports submitted to CHR concerning ministry progress on the Corporate Human Resource Plan and other cross ministry initiatives as well as reporting required by the Office of the Auditor General concerning human resource practices and frameworks.

Management of sensitive or high impact organizational human resource issues such as management classification and salaries, restructuring initiatives, separation packages, achievement bonus implementation, terminations, etc.

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Represent the ministry on the Human Resource Directors' Council and contribute to the formulation and implementation of initiatives in the HRDC Business Plan. Represent The ministry's interests and perspectives on cross government human resource initiatives, projects and committees.

Management of ongoing staff development with HR staff through mentoring, coaching, cross-functional assignments and job rotations that provide professional experiences and growth opportunities. This includes identifying succession needs and ensuring the branch has strategies to address areas of key-person risk.

The development and maintenance of strong partnerships with all executives, directors, and unit heads to maintain quality standards in the delivery of human resources services.

Coordinate the recruitment phase for chair and public member positions for the identified significant board of governors of post secondary institutions and the Apprenticeship and Industry Training Board.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Undergraduate degree in Commerce, Business Administration or Social Sciences, preferably with a specialization in human resources. A professional designation in human resources would be considered an asset.

Related management experience with proven strategic leadership in human resources coupled with an extensive background and experience in human resources management planning, policies and systems.

Extensive knowledge of the theories, principles, and administration of human resource management, including the political and policy factors that influence the department's HR programs and their development.

Knowledge of relevant employment legislation, regulations and policies applicable to the Alberta Public Service including the Public Service Act, Public Service Employment Regulations, Public Service Employee Relations Act, Labour Standards, Code of Conduct and Ethics and collective agreements and occupational health and safety regulations.

Considerable breadth and in-depth knowledge of the GOA planning and reporting processes, the business planning and fiscal frameworks, and human resources best practices.

Knowledge of ministry business plan and corporate human resource planning strategies and direction.

Strong technical knowledge base as well as a broad knowledge base of HR in and outside government.

Able to translate organizational changes and development for the benefit of the ministry.

Highly developed organizational, interpersonal and analytical skills.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Leadership is provided through strategic planning and direction on a ministry level in human resources, and is required to integrate the human resources planning, operations, reporting and systems functions with evolving resource needs.

Highly developed analytical and organizational skills and the ability to draw on organizational knowledge to develop and implement creative solutions to business human resource issues.

Leader in planning and developing human resources systems and procedures for the ministry that complement the broad standards issued by the Personnel Administration Office.

Strong ability to provide consultation and advice on a wide range of sensitive issues concerning performance management and discipline, classification and pay, interpretation of the collective agreement, restructuring initiatives, separation packages, achievement bonus implementation, terminations, etc.

Excellent ability to develop and maintain effective working relationships with internal and external stakeholders.

## Problem Solving

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**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

A broad framework of human resource management theories and practices, ministry business plans, employment law and legislation and government wide HR policies, directives and accountabilities guides thinking. The position must work within the parameters of the Public Service Act and other legislation and regulations to meet the department's needs. Position is often called upon to apply creative thinking and analytical skills to propose alternative ways of dealing with unique HR problems within the department, which may result in the development of a new ministry policy, practice, or program.

Examples of problem solving include:

- Developing human resource strategies to address the impacts of changing demographics and anticipated skill shortages in the workplace.
- Implementing the shared service model with Service Alberta and other ministry partners for the provision of seamless HR services to client groups.
- Evaluating leadership capacity and core competency needs for the ministry.
- Ensuring complex decisions adhere to applicable legislation, regulations and policies.
- Participating in projects to introduce new processes and technology that can be used to improve business performance.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Deputy Minister	Daily.	Effective and efficient management of HR programs, policy coordination, Advice/recommendations on policy issues and issues related to HR, and sound HR planning.
Assistant Deputy Minister(s)	Daily.	Effective and efficient management of HR programs, policy coordination, advice/recommendations on policy issues

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		and issues related to HR/organizational development and organizational change.
Directors / Managers	Daily.	Effective and efficient management of HR programs, policy coordination, advice/recommendations on policy issues and issues related to providing solutions and guidance to HR issues.
Employees	Daily.	High quality information and coordination of HR programs. Provision of advice related to HR and performance issues.
<b>External</b>		
CHR	Weekly.	Liaise and exchange information with CHR through various cross government committees. Coordinate and direct information from CHR in accordance with the Corporate HR Plan.
Service Alberta	Weekly.	Work with Service Alberta management to deliver appropriate level of service within agreed to standards and budgetary amounts.
AUPE	Weekly.	Work closely with assigned representatives to build effective relationships and deal with issues that arise within the Ministry.
Public and private sector organizations and consultants. Human Resource professional associations	Weekly.	Information sharing and benchmarking.
Human Resource Directors from Ministries across Government	Weekly.	Consultation and collaboration on various cross government human resource initiatives.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

This position is directly accountable for the HR function of the ministry. Guidance from ADM's and the Deputy Minister is general in nature, typically being limited to key decisions that have policy, or wide reaching program implications. Past practice and precedence is available for most routine decisions however, more complicated decisions often need to be made with minimal past practice information to provide guidance at a broad level.

This position is subject to a broad framework of policies and guidelines provided by Corporate Human Resources and the Master Agreement. In general this position has the authority to plan and develop human resources systems and programs that complement the broad standards already in existence.

The position controls and facilitates the impact of results. The position has effective control over the significant activities, which produce the results, and is the sole position which must answer for the results.

Results achieved are internally focused and affect the entire ministry. Results affect all managers and employees within a variety of program or functional areas. This position has an impact on the ministry, but also has influence on the broader HR in government through cross government initiatives and committees and sharing expertise in a number of areas with other departments and committees.

The position supports the activities of the department by providing HR capacity, which in turn allows the department to meet its business goals.

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# MJEP

## Benchmark Evaluation - M420-34

### Identification Section

<b>Working Title:</b>	Branch Head, Technical Services
<b>Ministry:</b>	Agriculture and Forestry
<b>Division, Branch/Unit:</b>	Technical Services/Agricultural Engineering
<b>Reports To:</b>	Division Director
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-34
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Division Director, the position manages the development, implementation, assessment and delivery of producer focused environmental practices, agricultural engineering and information programs to facilitate the production of information and application of new technologies, based on industry needs and ministry goals.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 50% 200	E+2P 230	830

Short Profile: A1

### Evaluation Rationale

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- **Know-How:**

- **F:** Position requires deep knowledge of engineering principles, agricultural production systems, technology research and development.
- **II:** Integrates the functionally related activities of three working units (Agtech Centre, Livestock Engineering and On-Farm Water Management) of specialized engineers and research scientists. Also includes the delivery and operation of the Water Pumping Program and Canada Alberta Farm Water Program.
- **3:** Interacts with branch heads, specialists, multi-disciplinary teams and industry representatives to lead team partnership efforts (initiatives) to facilitate the production of information and application of new technologies based on industry needs. Ensures through coaching, motivating, leading, controlling and directing the work of the Branch that staff have the knowledge, skills and resources to do their job effectively.

- **Problem Solving:**

- Problem solving is assisted by ministry and industry strategies, goals and plans that allocate priorities and resources.
- Problem solving involves management of operations and complex technical innovation to develop new programs, activities, projects and information that provide environmentally friendly, practical, cost effective and innovative solutions that will ensure sustainable growth of the industry. Position is responsible for exploring and leveraging new resources and partnerships to ensure future industry staffing needs are met.

- **Accountability:**

- **E+:** Business, operational and action plans provide guidelines, priorities and assist with the allocating of resources. The push on the E recognizes the role's significant ability to impact, motivate, make changes and influence practices at the Division level and within industry.
- **2:** Role manages branch operations and the primary delivery of information and programs (new technology and management practices) to industry. Impact may be at a research, development, commercialization, industry support and manufacturing or producer level.
- **P:** Position has a far reaching and direct impact on industry, new technology and management practices.

**Last Reviewed:**

Last Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M420-34

### Identification Section

<b>Working Title:</b>	Branch Head, Technical Services
<b>Ministry:</b>	Agriculture and Forestry
<b>Division, Branch/Unit:</b>	Technical Services/Agricultural Engineering
<b>Reports To:</b>	Division Director
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Division Director the position is responsible for the assessment, development, implementation and delivery of a broad range of agricultural engineering programs. The purpose is to produce or facilitate the production of information and application of new technologies based on industry needs and in support of Ministry goals and strategies.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

- 1. New technologies and management practices are adopted that increase efficiencies, reduce costs and sustains industry growth in support of environmental stewardship by:**  
Ensuring outputs address current industry issues within the boundaries of the Ministry's Business Plan and Division's Operational Plan.

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Delivering information and programs to the industry in multiple formats and mediums.

Taking a systems approach in addressing industry issues.

**2. A wide range of partnerships are established with industry, other agencies, research organizations and educational institutions to leverage resources and address industry issues of mutual concern by:**

Ensuring Branch activities, projects and programs follow a project management process e.g. Identify industry needs, assess priorities, establish co-operators, develop a multi-disciplinary solution, implement, follow through on the communications/delivery of information and finally assess the results/outcomes.

**3. Staff have the knowledge, skills and resources needed to do their job effectively and with satisfaction by:**

Identifying on-going technical and personal development training in line with core competencies and technical expertise required to address industry needs.

Using interim and annual appraisals and employee surveys as a measurement tool.

Develop unit and individual action plans.

Managing budget and allocation of resources to ensure deliverables are met.

Coaching and mentoring staff to ensure their success.

**4. Clients are satisfied with our services, information and performance by:**

Ensuring activities, projects and programs address industry needs.

Scanning the industry for level of adoption, level of program activity, complaints, growth and viability.

**5. Directs the work of the Branch including planning, implementation, budgeting, reporting, progress measurement and administrative processes by:**

Setting priorities based on industry needs and the ministry business plan.

Following ministry policies and procedures.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Application of engineering principles to all agriculture production systems. Sound understanding of the scientific process, principles of research and development of technology and management practices, their application to a wide client base (producers, manufacturers, support industries, industry associations, other researchers) and management principles.

Knowledge of the Canadian agriculture industry is basic to the job. Project management, effective communication and presentation skills, teamwork, coaching, mentoring, conflict management, facilitation, supervisory, range of computer applications, networking, time management, budgeting, forecasting, and strategic planning.

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B.Sc. in Agricultural, BioResource, Mechanical or Environmental Engineering from an accredited university would be essential. Advanced training at a M.Sc. or PhD in an engineering or agriculture related field would be highly recommended. Professional Engineer in the Province of Alberta with experience in supervising other engineers and technical staff is essential knowledge to the job. Minimum of 10 years experience working with agriculture industry in a research, development, commercialization, extension or education role. Minimum 5 years experience in the supervision of employees, management of people or working in a multidisciplinary team.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Coordination of the research, development, evaluation, demonstration and information programs among the three work units within the Branch (Agtech Centre, Livestock Engineering and on-Farm Water Management). Units are responsible for providing expertise, information and programs within the Ministry and to the province in the areas of machinery, technology, buildings, facilities, processes and best practices related to crop and livestock production and on farm water management. An integrated or systems approach to problems and issues facing the industry are used. Also includes the delivery and operation of provincial programs and services (Water Pumping Program, Canada Alberta Farm Water Program). Development and implementation of an overall internal and external communication plan for the Branch. Lead and coordinate special industry initiatives (Odour Control Initiative).

Must be able to identify with and understand industry needs/issues and be able to apply a highly technical field of expertise to a wide range of applications within the field of agriculture and engineering. Ability to manage and work with people is essential to the success of the program area. Must be able to evaluate the Branch's performance and deliverables.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Problem solving and innovation is on two levels; technical and management. From a technical level originality and creativity will be required in the development, implementation and delivery of engineering information in the area of crop production, livestock production and on-farm water management. This is done directly or indirectly through the unit leaders. The key is the

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development of programs, activities, projects and information that provide environmentally friendly, practical, cost effective and innovative solutions that will ensure creditable technologies, practices and information to a variety of clients in a variety of mediums. The same applies at a management level to ensure the operational aspects of the branch are accountable, efficient and effective.

Guide, train, mentor and assess the performance of Branch Unit Leaders and other professional and technical staff as required to ensure they or their units achieve their action plans in support of the Division Operational Plan. Ensure units and staff have the resources and training to do their job. Explore, develop and leverage new resources and partnerships toward this end. Approach issues and problems from systems point of view. Develop strategies and plans to address future industry needs, new areas of expertise and constantly changing staffing and budget requirements. On a technical level provide input in specific projects with the result being new technologies, applications and research applications that are outside of normal practices. Ensure the work of the branch meets Ministry and professional standards.

Assistance Available:

- Business, operational and action plans that provides guidelines, priorities and allocates resources.
- Staff technical and personal development opportunities.
- Personal work plan and performance contract done in consultation with Director.
- Provincial government and industry strategies and initiatives.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Director, TSD	Bi-weekly.	Updates, direction, discuss issues, actions.
Branch Head, EP&LW	Weekly.	Coordination of activities and resources.
HR Consultant	Weekly.	Consultations.
Branch Heads (e.g. Irrigation and C&D)	Monthly to Quarterly.	Coordination.

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Finance	Monthly.	Consultations.
Other Division Specialists	Weekly to Monthly.	Information and coordination.
<b>External</b>		
NRCB, ARF, AAFC, Ag Colleges, PAMI	Monthly.	Research coordination and technical support.
U of A, Producers, Manufacturers and Industry Assoc.	Weekly.	Information and research coordination.
Alberta Justice, SRD, Economic Development	Monthly.	Technical support, agreements.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

All activities are a team partnership effort. As a result, the magnitude and the impact depend on the issue, service and make-up of the team. The results may be far reaching and have a direct impact on the industry through the adoption of a new technology or management practice, sustainable growth or better environmental stewardship. Impact may be at a research, development, commercialization, industry support, and manufacturing or producer level. Ability to impact, motivate, make changes and influence practices can be significant.

Work may also be in support of other branches, divisions, Ministry staff, agencies, institutions, associations and partners as it relates to research and technology development in the Engineering area.

Work also has an impact at a division level as far as making recommendations, implementing actions, designing roles, setting priorities and direction and assigning responsibilities.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M420-33

### Identification Section

<b>Working Title:</b>	Regional Environment Manager
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Northern Region
<b>Reports To:</b>	Regional Director
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-33
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Regional Director, the position leads management, scientific and technical staff responsible for the Environmental Assessment Program, integrated environmental planning and strategies, aboriginal consultation and relations, providing scientific and technical support for Regional initiatives and the provincial river ice and flood risk assessment programs.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 50% 200	E2+P 230	830

Short Profile: A1

### Evaluation Rationale

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- **Know-How:**

- **F:** Requires broad knowledge of environmental and natural resource management issues, Alberta's environmental regulatory system and partners, in-depth knowledge of Environmental Impact Assessment programs and related legislation, and a strong understanding of environmental issues that hold relevance to the public, government clients, and department staff.
- **II:** Position must integrate diverse and multi-disciplinary environmental initiatives with a wide range of stakeholders, who have competing interests. Integrated planning initiatives are managed at the regional level, which include basin plans, airshed management initiatives, and local area plans.
- **3:** Position works to develop and maintain partnerships with aboriginal communities, industry, regulatory decision makers, and environmental advocacy groups. Each stakeholders' interest must be addressed when integrating planning initiatives such as water basins, airshed management, and environmental management systems.

- **Problem Solving:**

- Position must establish a balance between competing demands for natural resources on a given land base such as industrial development, traditional aboriginal activities, and recreational activities. This involves developing and implementing new and innovative approaches to public involvement and consultation processes.

Position is responsible for overseeing the Environmental Impact Assessment process, which are often two years from start to finish and involve multi-agencies and stakeholders. The Environmental Protection and Enhancement Act identifies this position as a 'designated Director' in having the authority to make decisions on EIA's. The position also manages Aboriginal Consultation for the northern region, a high priority program in which there is little precedent and few guidelines.

- **Accountability:**

- **E:** Position receives guidance from and is accountable to the Regional Director for all programs managed. It is accountable for approving Environmental Impact Assessments as designated under the Environmental Protection and Enhancement Act, while it reports to a Regional Director who has authority to overturn a decision on an EIA if appealed. Position is also the signing authority for basin plan Terms of Reference.
- **2+:** Push on the 2 as position impacts a wide variety of stakeholders involved in complex, long-term environmental programs. Decisions made regarding EIA's significantly impact industry development and environmental resources, as well as the delivery of other key regional environmental programs.
- **P:** Primary impact in bringing about results on a wide variety of environmental management programs within the Northern Region.

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**Last Reviewed:**

Last Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M420-33

### Identification Section

<b>Working Title:</b>	Regional Environment Manager
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Northern Region
<b>Reports To:</b>	Regional Director
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Regional Environmental Manager reports directly to the Regional Director, is a member of the regional senior management team, and provides leadership to Section staff and is chair of steering committees for a significant number of multi-disciplinary and multi-stakeholder project teams.

The Regional Environmental Manager is accountable for both provincial and regional programs. This includes the Department's provincial Environmental Assessment and River Ice and Flood Risk Programs, the Northern Region's Integrated Environmental Planning and Strategies and Aboriginal Consultation and Relations programs, and scientific and technical support for Regional initiatives.

The Regional Environmental Manager is responsible for managing the provincial Environmental Assessment (EA) Program and supervises the team responsible for delivering the environmental assessment program in Alberta. For EA projects in the Northern Region, the Regional Environmental Manager is a 'designated Director', and thus a statutory decision-maker under EPEA with specific responsibility for making unfettered decisions regarding Environmental Impact Assessments (EIAs). The Regional Environmental Manager chairs the management steering committee for each EIA project. A vast majority of the projects requiring an EIA are in the Northern Region (i.e., currently there are 17 of 21 in the Northern Region).

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The Environmental Management Section is responsible for developing and managing integrated environmental and planning initiatives within the Region, which are in keeping with 'Alberta's Commitment to Sustainable Resources and Environmental Management', AENV's business plan including key initiatives such as *Water for Life: Alberta's Strategy for Sustainability*; and the Sustainable Resource and Environmental Management (SREM) initiatives.

The Section works with partners inside and outside Alberta Environment to develop and implement specific integrated planning initiatives including water basins, airshed management, and environmental management systems. Partners include multi-agency, multi-disciplinary teams and stakeholders such as aboriginal communities, industry and environmental advocacy groups.

The Regional Environmental Manager is responsible for the Region's Aboriginal Consultation program. This program has been significantly enhanced with recent court decisions, government policy decisions and recruitment of additional staff to develop and implement a regional program. Thirty-three of the provinces 46 First Nations are in the Northern Region.

The Regional Environmental Manager is responsible for the performance of the River Engineering Team which includes the provincial river ice and the flood risk assessment programs. The River Engineering Team acts as the primary provincial contact for water quantity emergencies during the winter months, providing the information necessary to manage ice affected rivers and evaluate potential ice jam hazards. Identified in the Water Strategy, flood risks areas throughout the province are identified to support responsible municipal development, and emergency preparedness. This team provides direct technical support to other government teams (flood forecasting, approvals, inspectors, Emergency Management Alberta), municipalities (Fort McMurray, Peace River, Okotoks) and is responsible for the collection of data to support flood risk work.

The Environmental Management staff provide a wide variety of scientific and technical expertise to support regional programs, services in all operational areas including approvals and compliance. Areas of expertise include air, water, terrestrial, planning, environmental education, communications, community relations and information technology.

The Regional Environmental Manager and Section staff provide strategic and issue management advice and assist in the development of departmental policy, guidelines and standards.

## Specific Accountabilities



**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

## **1. Environmental Assessment**

The Regional Environmental Manager, with input and advice from counterparts in the other regions, is responsible for managing the Environmental Assessment (EA) Program for the province. This includes making decisions related to EA Policy recommendation, interpretation of EA legislation, and operational aspects of the EA program and Team.

For EA projects in the Northern Region, the Regional Environmental Manager is also a 'designated Director' and thus a statutory decision-maker under EPEA. This role involves meeting with proponents at the preliminary disclosure stage of a project, determining whether an Environmental Impact Assessment (EIA) is warranted, establishing a cross-government project review team and chairing the management steering committee for each project review team, 'scoping' a project and determining Terms of Reference for an EIA, making decisions regarding requests for supplemental information, and making decisions regarding completeness of the EIA report.

It also includes establishing and chairing if appropriate, an Alberta Government panel to participate in EUB/NRCB and joint Federal/Provincial Project hearings. The hearings are very high profile, high consequence forums.

The vast majority of Alberta's major industrial projects requiring EIAs are located in the Northern Region (currently 17 projects totaling billions of dollars in industrial development). Managing each review in a timely and efficient fashion is a significant responsibility. Each project can take up to two years from preliminary disclosure to EUB/NRCB Project Hearings. The EIA phase itself averages 12 months. Project review teams are multi-disciplinary and multi-agency (provincial and federal departments and agencies) and have up to 50 members. An EIA report for an oil sands project is typically 7 - 10 large binders of information. Supplemental information can be an additional 1 - 2 large binders.

In addition to the management of individual project reviews, ensuring that the overall EIA components are conducted in a manner that complements the overall regulatory schedule for multiple projects is a major responsibility. Any unforeseen delays can have significant ramifications to other steps (ripple effect) in the regulatory process, and to the proponent and to other projects.

This includes managing the relationships with and maintaining effective communications and liaison with other regulatory decision makers, proponents and stakeholders to identify and deal with issues.

The Regional Environmental Manager is also responsible for identifying and taking action on improvements to the Environmental Assessment Program.

Ensuring operational guidelines are developed to assist in managing the EIA process.

Initiating and recommending policy development for the EA program.

## **2. Environmental Planning and Strategies**

Develop and manage the implementation of integrated resource management (IRM) initiatives, which include regional level strategies focusing on cumulative effects, basin plans, airshed management, and a variety of diverse local area planning initiatives.

This includes environmental management strategies for selected high development areas in the region, including the Regional Municipality of Wood Buffalo (Regional Sustainable Development Strategy for the Athabasca Oil Sands/CEMA, Wood Buffalo Environmental Association, and the Regional Aquatics Monitoring Program), the capital region (Fort Air Partnership and the Strathcona Industrial Association), the Cold Lake Bonnyville area (airshed and basin

planning with the Lakeland Industrial Community Association), the Slave Lake area (basin plan) and the Peace River area (Peace Airshed Zone Association).

### 3. **Aboriginal Consultation**

Develop and maintain positive working relationships with key regional external stakeholders with special emphasis on aboriginal communities. In conjunction with the Regional Consultation Manager, work effectively with representatives of First Nations, departmental staff, and other departments to develop a cross-government consultation program. Adapt as required to meet regional needs. Provide advice and educate regional staff on aboriginal matters. Implement and manage the program.

### 4. **Scientific, Strategies and Technical Support**

Provide strategic advice to the Regional Director, Regional Management Committees, and regional managers on matters of issues management, integrated resource and environmental management, best practices and cross service/inter-agency issues including policy and guideline development, and standards settings.

Direct and manage professional staff and programs in the areas of environmental impact assessments, integrated resource management, environmental education, communications, public involvement, community and aboriginal relations, information technology and the provision of scientific support to the environmental impact assessment (EIAs) and the Approval and Compliance Programs as well as a wide variety of partnerships initiatives.

Represent the Department or Region at several key forums, projects and groups including the Cumulative Environmental Management Association (CEMA), Integrated Resource Management Committee, and projects such as the Mineable Oil Sands Project Team and the Strategic Shifts Implementation Team.

Maintain regular communications, both formal and informal, with the other Regional Environmental Managers to ensure general consistency of approach in managing projects and programs, and to maximize learning and avoid pitfalls.

Act for Regional Director in his absence.

### 5. **River Engineering**

Responsible for ensuring targets identified for the flood risk mapping program are achieved (2 reports completed annually and 2 additional maps added to the website annually).

Ensure that effective communication between the River Engineering Team and senior managers for situations where a threat to property/lives exists due to river ice related issues.

Prioritize strategic issues impacting the workload of the team and support resource requirements necessary to achieve goals.

Direct the integration of the resources in the River Engineering Team with other Alberta Environment teams.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

**Knowledge required:**

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- General knowledge of environmental and natural resource management issues in Alberta.
- Sound knowledge of policies, programs, and services provided by Alberta Environment, related Provincial and Federal departments and agencies such as the EUB and NRCB and CEAA.
- Sound knowledge of the Environmental Protection and Enhancement Act and Alberta's environmental regulatory system and partners.
- In depth knowledge of the EIA programs and related legislation, policy and guidelines.
- Sound understanding of major environmental and natural resource management issues of regional relevance to the public, government clients, and department staff.
- Sound understanding of the government and political decision-making process.
- Sound knowledge of integrated resource and environmental management and sustainability of resources, public involvement, community relations, and communications.
- Sound knowledge of government and departmental Business Plans.

**Skills required:**

- Decision-making skills.
- Project Management skills.
- Chairperson and facilitation skills.
- Conflict resolution, mediation, and negotiation skills.
- Verbal, listening, and writing skills.
- Supervisory/Management skills.
- Team building skills.
- Strategic thinking.
- Problem-solving skills.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Under the general direction of the Regional Director:

- Manage the Environmental Assessment Program for the Northern Region which includes 17 plus EIAs for major industrial projects totaling billions of dollars of industrial development.
- Manage the Region's environmental management strategies as noted above. An example of the complexity is the Regional Sustainable Development Strategy for the Athabasca Oil Sands work. This includes working in partnership with the stakeholder group CEMA, which includes approximately 45 stakeholder representatives (cross-section of aboriginal industry, environmental Groups as well as the regulatory partners including federal, Saskatchewan and municipal government as well

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as internal teams and a number of government departments). Ensure and manage effective participation in five major work groups and three standing committees. This involves approximately 30 departmental professional staff. A recent example is the interim IFN framework for the lower Athabasca River.

- Manage delivery of a variety of diverse integrated planning initiatives from regional level strategies, basin plans, airshed management initiatives, to local area plans, and by working in partnership with multi-disciplinary and multi-stakeholder committees in the region involving a broad cross section of industrial, aboriginal, and municipal representatives. Current examples include the basin planning activities in Slave Lake/Slave River and Cold Lake/Beaver River.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Resolving, on an on-going basis, the problems that arise in managing multi-stakeholder multi-disciplinary teams. A major part of this work involves managing and coordinating the EIA project review teams for up to 20 projects, which comprise of up to 50 members, from provincial and federal government departments and agencies. Problems can be project specific or relate to the management and coordination of the overall regulatory schedule to minimize a "ripple" effect which can cause project delays. It also includes IRM, basin and other planning initiatives.

Seeking and establishing a balance between competing demands for natural resources on a given land base, i.e., industrial development, traditional aboriginal activities, recreational activities and protected values. These issues repeatedly occur in the Integrated Resource Management (IRM) activities as well as special environmental management initiatives such as the Regional Sustainable Development Strategy for the Athabasca Oil Sands and related activities.

Developing and implementing new and innovative approaches to public involvement and consultation processes (integrated resource and environmental management, EIAs, RSDS, and multi-stakeholder forums such as CEMA, etc.). This is especially important in dealing with the aboriginal communities.

Difficult or Challenging Situations and Complex Problems:

- The EIA program, and individual EIAs, must be managed in conjunction with the overall regulatory system and timelines. Individual project reviews can take up to two years and require careful planning and execution as any delay can cause a "ripple" to other projects.
- Chairing the government's participation in EUB/NRCB hearings in an effective manner is a challenging, high profile, high consequence task.
- The Regional Sustainable Development Strategy for the Athabasca Oil Sands is an example of a place-based approach, across all media, looking at cumulative effects. This is a 'cutting edge' initiative in Canada and perhaps world-wide, and received a Premier's Award of Excellence for the design phase. The Regional Environmental Manager is responsible for

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managing the department's implementation of the strategy, in partnership with stakeholders that will require a continuation of the same creative and innovative approaches.

- Two water basin plans are underway, and a third is planned. Regional environmental management strategies to manage "industrial hot spots" such as the Edmonton Capital Region, including Fort Saskatchewan and the County of Strathcona, and Cold Lake-Bonnyville as well as selected areas in northwest Alberta are in progress.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Director of Northern Region	Daily.	Get direction, provide strategic advice.
Manager, Approvals	Daily.	Coordinate joint projects, resolve staff resource issues.
Manager, Enforcement	Daily.	Coordinate joint projects, resolve staff resource issues.
Environmental Assurance Director/Manager	Bi-weekly.	Resolve and discuss AENV position/manage joint projects (MOSS etc.)
Alberta Justice (Environmental Law)	Weekly.	Discuss legal interpretations and seek advice.
<b>External</b>		
Develops and maintain effective working relations with clients in the region (aboriginal groups, NGO's, municipal representatives, elected officials, industrial representatives) to resolve issues	Ongoing; weekly.	Discuss and resolve EIA completeness issues for multi-billion dollar projects.  Discuss and resolve aboriginal consultation issues.

Effectively represent the Department in large and diverse stakeholder forums and organizations such as CEMA, to discuss and resolve sensitive natural resource management and environmental issues.	Ongoing; monthly meetings.	Discuss and represent Alberta Environment position on regional issues (e.g. Instream Flow Needs).
Provincial Departments (SRD/EUB/Energy) Managers	Bi-weekly.	EA coordination of joint projects, resolve management issues.
Federal Departments (CEA/Environment Canada/DFO) Managers	Bi-weekly.	EA coordination of joint projects.  Discuss Federal/Provincial issues and resolve operational issues.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The overall management of the Environmental Assessment Program for the Province and in the Region, which includes the management and decision-making related to the majority of the provinces EIAs has a very significant impact (17 high consequence projects involving billions of dollars of development). These affect the provincial as well as the national environment and economy and affect a broad range of stakeholders.

This position and Section has a major role in implementing the SREM. Leadership is currently provided in integration with other departments in place-based approaches and shared responsibilities with stakeholders. As noted above, much of the work in the Section is consistent with these overall government and departmental strategic directions.

The position is responsible for managing the River Engineering program which provides flood warnings to communities during freeze up and break-up of major rivers in Alberta. These warnings are essential for potential evacuation and managing response to flooding events across Alberta.

In summary, the Regional Environmental Manager is accountable for both provincial and regional programs. This includes the Department's provincial Environmental Assessment and River Ice and Flood Risk Programs, the Northern Region's Integrated

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Environmental Planning and Strategies and Aboriginal Consultation and Relations programs, and scientific and technical support for Regional initiatives.

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# MJEP

## Benchmark Evaluation - M420-32

### Identification Section

<b>Working Title:</b>	Director, Information Technology (IT)
<b>Ministry:</b>	Municipal Affairs
<b>Division, Branch/Unit:</b>	Information Technology
<b>Reports To:</b>	Executive Director, Financial and Information Technology Services
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M420-32
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Executive Director, Financial and Information Technology Services, this position leads and facilitates the effective use of information technology by the department in support of the business plan objectives. This includes: managing the IT outsourcing contracts and strategic and operational IT plan for the department, providing guidance to service providers and departmental management, and representing the department's interests in government wide IT plans.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 50% 200	F3C 230	830

Short Profile: A1

### Evaluation Rationale

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- **Know-How:**

- **F:** Position requires expert knowledge in Information Technology and Systems, plus extensive working knowledge of departmental programs and mandates, contracts, legislation, business plans and policies.
- **II:** The department includes two distinct business units (Local Government Services, Public Safety, and Information Management). Position requires leadership/visioning of external parties (private sector consulting firms). Position was not given a push on the "II" because many of the systems are maintained by contracts, and business areas can work directly with the contract agencies to make enhancements to their systems. The systems in Municipal Affairs and Housing are still complex and interface with external systems and stakeholders. An example of these is the Assessment Shared Services Environment (ASSET) system, which collects information about all assessment tax information in Alberta from municipalities every year.
- **3:** Considerable consultation, negotiation and knowledge of contract management is required to manage a large complement of contracts for outsourced staff, and several direct reports in the development and implementation of software systems across the Ministry.

- **Problem Solving:**

- Problem solving involves large IT systems and complex analytical developmental thinking, and is eased by one level of management above (CIO). Position works within policies, practices, standards, and department business plans, with some situations which are unstructured requiring developmental and analytical work in reaching solutions. Position must ensure the department has an appropriate tactical and strategic plan for its use of information technology, and is required to identify innovative solutions and to ensure effective and timely delivery of information systems management to the department. Position negotiates cost effective contracts for the delivery of information technology solutions.

- **Accountability:**

- **F:** This position is the IT department authority, and within budgeting constraints, is accountable for the IT structure and corporate IT strategy of the department. Services are delivered by both private sector as well as a large number of contract information technology consultants.
- **3:** Subject to Management Committee approval, position has the freedom to establish IT standards, guidelines policy and procedures in the department. Its actions provide important support to the functions of the Ministry.
- **C:** Position recommends approaches to achieve effective solutions that support the department's business plan and objectives, providing guidance to both outsourcing partners and to departmental management on the use of information technology.

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**Last Reviewed:**

Last Review / Update: 2015-02-05

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# MJEP Benchmark

## Job Description - M420-32

### Identification Section

<b>Working Title:</b>	Director, Information Technology (IT)
<b>Ministry:</b>	Municipal Affairs
<b>Division, Branch/Unit:</b>	Information Technology
<b>Reports To:</b>	Executive Director, Financial and Information Technology Services
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

To facilitate the effective use of information technology by the department in support of the business plan and other departmental objectives.

Effective management of information technology and related service delivery by our information technology partners consistent with the priorities of the department and the policy of the Alberta Government. This includes managing the outsourcing contracts, maintaining and effective strategic and technical information technology plan for the department, providing guidance to both our outsourcing partners and to departmental management on the use of information technology, and representing the department's interest in the overall information technology directions of the Alberta Government.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

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Recommend approaches to achieve effective solutions that support the department's business plan and objectives, in part through effective use of information technology.

Lead the maintenance of an appropriate strategic and tactical information technology plan for the department.

Along with senior department management and our outsourcing partners, steer significant information technology initiatives.

Facilitate continuous improvement of the use of information technology by the department.

Manage the information systems management services agreements consistent with departmental priorities.

Ensure that the department has appropriate information technology policies and procedures.

Protect the department's investment in information technology.

Ensure the quality of information technology services and solutions delivered to the department.

Resolution of information technology related issues.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

- Information technology directions of the department, the Alberta Government, and the industry.
- The business plans and objectives of the department and the government generally.
- The current and planned use of information technology by the department.
- The contracts, legislation, and policies that relate to the delivery of information technology and related services to the department.
- Best practices related to the delivery of information technology solutions.
- Government policy and practices.
- An understanding of contract law.
- Work experience required:
  - Management of information systems service delivery.
  - Management of outsourcing agreements.
  - Strategic and operational planning.
  - Re-engineering of business processes.
  - Quality assurance of information technology solutions.
- Skills required:
  - Team building and planning.
  - Negotiation.
  - Problem solving.
  - Strong organization, mediation, and communication skills.
  - Policy setting.

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## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The CIO and colleagues in other departments to establish and maintain information technology priorities, policy, and directions of the Alberta Government.

Senior management in the department and stakeholders to ensure that information technology plans, initiatives, and services support the department's priorities and business plans.

Outsourcing partners to ensure effective delivery of information systems management services, to plan effective use of information technology by the department and to negotiate, establish and maintain appropriate agreements.

Legal services for legal items (e.g. contracts).

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Identification of innovative solutions and use of technology to achieve departmental plans and priorities.

Negotiation of cost-effective contracts for delivery of information technology solutions (e.g. Annual Supplementary Operating Agreements, Out of Scope projects).

Ensuring timely and effective delivery of information systems management services and program resolution to the department.

Ensuring the department has an appropriate tactical and strategic plan for its use of information technology (e.g. use of the Internet and client server technology).

## Relationships/Contacts

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(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
CIO and colleagues in other departments	As required.	Information technology priorities, policy, and directions of the Alberta Government.
Senior management in the department	As required.	Information technology policy, standards, plans, initiatives, services, and solutions that support the department's priorities and business plans.
IT Coordinators	As required.	Effective coordination of information systems management service delivery to the department by the outsourcers and Service Alberta
Legal Services	As required.	Appropriate contracts for information systems management services and legal advice related to use of information technology by the department.
IT Advisory Committees	As required.	Appropriate information technology plans and solutions that support departmental plans and priorities.
Management Committee	As required.	Appropriate information technology, plans, and solutions that support departmental plans and priorities.
In-sourcing partners and service providers	As required.	Cost-effective information technology solutions that support the department's priorities and business plans.
<b>External</b>		
Stakeholders of the department's programs	As required.	Information technology solutions that support the department's priorities and business plans.

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Outsourcing partners and service providers	As required.	Cost-effective information technology solutions that support the department's priorities and business plans.
Information technology and service providers	As required.	Appropriate use of their technology or services in support of the department.
Colleagues in other organizations and government	As required.	Improved information technology services and solutions for the department and other organizations.
Information Technology Advisory Committee	As required.	Improved information technology services and solutions for government, the department, and other organizations.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

The information technology expenditures of the department are approximately \$6 million per year. These services are delivered by both private sector and Service Alberta as well as approximately 30 FTEs of information technology consultants.

Within the constraints of the business plan and financial regulations, the incumbent is accountable for the negotiation and delivery of information systems management services. The business areas assist in this process. As information technology is critical to the delivery of certain departmental responsibilities, this can be critical.

Subject to appropriate approval by Management Committee, the incumbent is accountable for information technology standards, guidelines, policy and procedures in the department.

Within budgeting constraints, the incumbent is accountable for the information technology infrastructure used by the department.

Accountable for representing the interests of the department within the context of the use of information technology by the Alberta Government. This includes supporting the corporate IT strategy under the direction of the CIO and government-wide technology solutions.

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This position must be able to deal with all levels of internal and external resources involved or affected by the delivery of information technology solutions in support of the department's programs. This requires extensive and current knowledge of technical directions, strong communication and negotiation skills, strong problem solving skills, and the ability to set appropriate policy and recommend effective use of technology.

Last Review / Update: 2015-02-06

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# MJEP

## Benchmark Evaluation - M420-31

### Identification Section

<b>Working Title:</b>	Assistant Director, Security Operations (North)
<b>Ministry:</b>	Justice and Solicitor General
<b>Division, Branch/Unit:</b>	Public Security, Security Operations
<b>Reports To:</b>	Director, Security Operators
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-31
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Director, Security Operations, the Assistant Director, Security Operations coordinates the Court Security and Court and Prisoner Services operations for the Northern region within a set of operations and emergency procedures. The position manages security issues for the staff, the public and Judiciary for the region and develops and assesses security procedures annually, develops and implements information, training programs and changes to service delivery. Position conducts investigations into high profile internal matters such as workplace misconduct, prisoner escapes and lost prisoner property. Responsible for establishing and maintaining threat assessment procedures on special trials and individuals. Budget control for the north region. Coordinates and monitors security for special events such as the World Petroleum Conference, Premiers' Conference and the Business Forum.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 43% 175	E+2P 230	805

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Short Profile:

A2

## Evaluation Rationale

- **Know-How:**
  - **F:** The position requires extensive knowledge of security principles, operations and risk assessment, the judicial system, budget management, firearms, investigational techniques and policing.
  - **II:** Although the functions are similar they exist in numerous sites throughout northern Alberta.
  - **3:** Is required to resolve issues with the courts, judiciary, police in different locations plus supervise and motivate a large staff
- **Problem Solving:**
  - There are large resources to manage, and unstructured situations, however the elements to be integrated are well defined and related to common objectives. The position is required to deal with a variety of issues and balance demands between the judiciary, board, ministry, public and staff. Conducts investigations into high profile internal matters, workplace misconduct, prisoner escapes, loss of property, etc.
- **Accountability:**
  - **E+:** Decisions are subject to operational guidelines. The push is recognizing that there is an immediacy when situations arise, the PUR must make decisions based on knowledge and past experience.
  - **2:** The results affect a large department internally and support the Corrections division.
  - **P:** Position has primary responsibility for the delivery of this service in northern Alberta.

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### Last Reviewed:

Last Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M420-31

### Identification Section

<b>Working Title:</b>	Assistant Director, Security Operations (North)
<b>Ministry:</b>	Justice and Solicitor General
<b>Division, Branch/Unit:</b>	Public Security, Security Operations
<b>Reports To:</b>	Director, Security Operators
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Director, Security Operations, this position coordinates the Court Security and Court and Prisoner Services operations for the Northern region within a set of operations and emergency procedures. The position manages security issues for the staff, the public, and the Judiciary for the region and develops and assesses security procedures annually, develops and implements information, training programs, and changes to service delivery. In addition, this position exists to facilitate the implementation of the Business Plan and to provide accountability to ensure that core functions servicing our clients are provided.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

- 1. Effective delivery of Court Security and Court and Prisoner Services operations through:**  
Development and implementation of training programs, changes to delivery, situations, and information.

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Development and changes to Service Policies and Procedures, including Standard Operations and Emergency Procedures.

Control of human resources, which is influenced by internal and external factors (e.g. resources available, sustainable strategic planning, management style).

**2. Review and develop programs for security operations:**

Developed review programs for absenteeism study in all CAPs Units and shared results with staff. Staff awareness on issue resulted in improved absenteeism rate.

Developed and reviewed completed staffing overview, which verified staffing numbers inadequate resulting in approval for additional wage staff.

Reviewed Cost Study of CAPS. Results were used in subsequent submissions on the cost of high staff turnover to the organization.

Established performance measures related to Security Operations Branch in the Global Solicitor General Ministry Business Plan. This resulted in measurable strategies to enhance service to clients.

Reviewed CAPs action report for duty performed that provides relevant information for the province to recover costs.

This ensures decisions are made based on accurate data that has been reviewed and/or developed at the senior management level.

**3. Develop new and better methods that result in changes to existing services, procedures, and policies that impact most or all of the department or affect a limited client group through:**

Enhancing quality of Branches Training Program.

Controlling and monitoring prisoner transport runs (frequency, time).

Analyzing demographics (e.g. All Provincial court areas - province wide redeployment of resources).

This work enhances the value of security services.

**4. Responsible for contributing to special projects and initiatives:**

Coordinate CAPs role at U.E.B. requested events.

Directed to investigate high profile internal matters (e.g. workplace conduct, prisoner escapes, lost prisoner property, etc.).

Committee member of Perimeter Security for Alberta Courthouse.

Board member - Criminal Justice Department, Lethbridge Community College.

Design and complete security audit reports.

Chair committee and subsequent writing of the Branch Business Plan.

Participate in Committee writing Perimeter Security for the Courts of Alberta.

Monitor group(s) assigned to Branch Operation (e.g. radio systems).

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Knowledge of law enforcement procedures, courtroom and judiciary procedures, corrections procedures, Government of Alberta protocol, security (site, personal, perimeter), intelligence process (gathering and dissemination), relevant collective working agreements, human resources (interview standards and procedures, discipline), financial (budget reconciliation, forecasting), policy and procedures (including ESO's), strategic planning and organization (Business Plan).

Effective communication skills (written and oral), leadership skills, mentoring skills, planning and organizational skills (strategic and operational), and decision making skills.

Requires judgment, decisiveness, adaptability, and organizational sensitivity.

A related post secondary degree or diploma with management experience in managing a complex organization or an equivalent combination of education and related management experience in law enforcement or corrections. It is desirable to have a post secondary education in a related discipline but combinations of related experience and education will be considered.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The position must coordinate the delivery of Court Security and Court and Prisoner Services operations for the Northern region. The Assistant Director, Security Operations is responsible for coordinating and monitoring security to special events such as the World Petroleum Conference, Premier's Conference, Business Forum, G8, etc. and coordinating and organizing security needs for large trial courtrooms. This position provides leadership to Managers and staff. In addition, this position may be directed to investigate high profile internal matters.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The Assistant Director, Security Operations faces challenges in path finding situations where the problems are unknown. For example, this position has encountered increased demand for service (additional courts, specialized courts, high profile hearings, etc.), budget control (purchasing), and high staff turnover (province wide). The challenge for this position is in using unstructured and creative approaches to address these problems and challenges.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Staff	Daily.	Positive workplace environment, effective, efficient operation.
Superiors	Daily.	Problem solving, timely information sharing.
Finance	Monthly.	Budget forecast.
Human Resources	As required (on average 2-3 times per month).	Resolve human resource issues, staffing actions.
Court Security	Daily.	Problem solving.
<b>External</b>		
Corrections	2-3 times per month.	Problem solving, enhanced service.
Courts	1-2 times per month.	Problem solving, enhanced service.
Purchasing (Infrastructure)	12-15 times per year.	Significant purchases arranged for in timely fashion abiding by Government Policy (e.g. Vehicles, van cages, etc.).
Court Services	12-15 times per year.	Enhanced security for high profile cases.

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Crowns Office	3-4 times per year.	Problem solving, enhanced service.
Judiciary	6-8 times per year.	Problem solving, enhanced service.
EUB	1-2 times per year.	
Police Services	2-3 times per month.	Problem solving, learning/training partnerships, security partnerships, Intelligence/information exchange.
Vendors	6-8 times per year.	Problem solving.
Public	3-4 times per year.	Provide feedback positive or negative to employee/organization, enhanced morale, enhanced service, complaint resolution.
Colleges (Law Enforcement Programs)	2-4 times per year.	Information exchange, resource person.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

The Assistant Director, Security Operations is responsible for managing resources and diversity in an evolving organization within a challenging work environment. The position is responsible for facilitating the implementation of the Business Plan and, by extension, is accountable for results that affect the entire department. In addition, this position may be directed to investigate high profile internal matters that have an impact that extends beyond the department. This position may be required to motivate individuals and organizations to accept change, or to accept a certain position/direction which often has far reaching impact (e.g. organization-wide, industry-wide).

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M420-40

### Identification Section

<b>Working Title:</b>	Director, Building Sciences
<b>Ministry:</b>	Transportation
<b>Division, Branch/Unit:</b>	Capital Projects, Technical Services
<b>Reports To:</b>	Executive Director, Technical Services
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-40
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### [Organization Chart](#)

(requires login)

### Job Summary

Reporting to the Executive Director, Technical Services, this position leads the Building Sciences Section which is the ministry's centre of excellence and technical expertise in building envelope engineering; building environment including hazardous materials and indoor air quality; acoustic engineering; energy management; and sustainable buildings. The primary focus of the position is to set and maintain standards in these technologies and to work with internal and external stakeholders to ensure quality and value for investment in facilities that are owned or supported by the Government of Alberta (health facilities, schools, post-secondary institutions and government facilities). The Director, Building Sciences, effectively manages and directs a team of in-house and private sector professional technical experts to achieve the above objectives.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 50% 200	E2P 200	800

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Short Profile:

B

## Evaluation Rationale

- **Know-How:**

- **F:** Position is considered to be the foremost expert in building sciences within the GOA. Requires deep technical expertise in building design, construction, operation and maintenance. Position is responsible to develop and maintain technical standards for building design and maintenance.
- **II:** Position leads a team of six Directors and Managers with different areas of expertise (i.e. acoustic engineering, energy, building environment, etc) to provide expertise to project managers (e.g. the acoustic specialist liaised / advised on the renovation of the jubilee auditorium).
- **3:** Requires a high degree of HR skill to lead and supervise the team of experts as well as consult with stakeholders.

- **Problem Solving:**

- Although framework does exist, problems encountered are often complex and difficult to identify.(E4) Job is not attributed a 43% for problem solving as considerable research and creativity is required to develop building specifications and find appropriate solutions outside building CED standards. Assistance is available from senior management, however consultation typically takes the form of discussion and sounding board that provides advice on options; final authority for the decisions lies with this position.

- **Accountability:**

- **E:** Position receives general direction / objectives from the executive. Has latitude while working within a defined framework.
- **2:** Results are externally focused on the Government of Alberta as this position sets the standards in building sciences for all facilities owned by the government. In addition, this position provides expertise to industry.
- **P:** Position has primary and controlling impact as there is no higher authority within government with regard to Building Sciences. In addition, this position is responsible and accountable for decisions made within the Building Sciences area.

### Last Reviewed:

Last Review / Update: 2015-02-05

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# MJEP Benchmark Job Description - M420-40

## Identification Section

<b>Working Title:</b>	Director, Building Sciences
<b>Ministry:</b>	Transportation
<b>Division, Branch/Unit:</b>	Capital Projects, Technical Services
<b>Reports To:</b>	Executive Director, Technical Services
<b>Levels to D.M.:</b>	3

## Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Executive Director, Technical Services, this position leads the Building Sciences Section which is the ministry's centre of excellence and technical expertise in building envelope engineering; building environment including hazardous materials and indoor air quality; acoustic engineering; energy management and sustainable buildings. The primary focus of the position is to set and maintain standards in these technologies and to work with internal and external stakeholders to ensure quality and value for investment in facilities that are owned or supported by the Government of Alberta (health facilities, schools, post-secondary institutions, and government facilities). The Director, Building Sciences, effectively manages and directs a team of in-house and private sector professional technical experts to achieve the above objectives.

## Specific Accountabilities

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**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

**1. Ensure safe, durable and healthy facilities are provided to support the delivery of government programs to Albertans.**

Review building designs to ensure adherence to standards.

Develop solutions to technical problems or situations related to the building sciences field.

Develop and maintain design standards and provide technical support for the development of master specifications for all types of facilities owned or supported by the government.

Research new technologies in energy efficiency, acoustics, etc. and undertake pilot projects where there is potential for use by the ministry.

Support and provide leadership to departmental, interdepartmental, inter-governmental and external committees.

**2. Provide timely and effective technical support and standards to four major client groups – Property Management, Capital Programs, Project Delivery and Property Development, and other stakeholders as required.**

Work with stakeholder boards, contractors, consultants, and senior government officials to provide technical advice in the design and implementation of government facilities.

Address sensitive and/or precedent setting issues in relation to building environments (air quality, mould, etc.).

Support movement towards sustainable design of facilities by provide advice and support for leading edge technologies and implementing the use of proven design techniques (such as implementing LEED Silver as a ministry policy).

Promote integrated design of facilities by involving all parties in all stages of design development, including program delivery staff, operational and financial inputs, as well as contractors and consultants.

Review the various stages of design for approved projects to ensure adherence to design standards and make recommendations for improvements to facility designs.

Investigations technical problems in existing facilities and make recommendations for solutions.

**3. Ensure the effective and efficient management of professional and technical services using in-house and outsourced resources in the disciplines and fields of knowledge for which the section is responsible.**

Monitor the delivery of services by the Building Sciences team, promoting teamwork, ensuring quality work is undertaken within timelines and resource allocations, and ensuring objectives are met.

Utilize and oversee private sector contractors undertaking investigations into air quality concerns (mould). Review consultant recommendations and implement as appropriate.

Evaluate the performance of contractors and consultants undertaking work for the section to ensure quality and potential for future work considerations.

Coordinate and lead a variety of work groups with functional diversity, to complete projects or apply processes which have a variety of activities to perform.

Assign and direct the work of the multi-disciplinary team of the Building Science Section and its consultants.

Provide effective services to the client department's and branch's satisfaction in the fields of expertise in the section.

#### 4. **Support optimization of energy use and cost in government facilities.**

Lead new initiatives that enhance energy efficiency, such as LEED (Leadership in Energy and Environmental Design) by developing policies and standards, communicating with stakeholders at all levels to share information and provide training as needed.

Undertake research into the latest technologies in areas such as air quality, energy efficiency, sound systems, building envelope (roofing, windows, wall assemblies, etc) and develop standards for use in government owned and supported buildings.

Position championed the movement toward sustainable design which led directly to a policy of requiring a sustainable rating level for all funded buildings.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

### **Knowledge Required:**

- Extensive knowledge and experience in building design, construction, operation and maintenance, particularly in the disciplines related to the Building Sciences Section (building envelope, building environment, acoustic engineering; and energy management). Specialized expertise and experience in at least one major field.
- A broad range of business and technical knowledge and experience required for the management of design, construction, operating and maintenance of facilities. Requires a sound knowledge of the design and construction industry.

### **Skills Required:**

- Excellent management decision-making skills are required to manage a multi-disciplinary group of professionals providing the final authority in each field.
- Significant technical skills and experience in disciplines managed, to lead new approaches to complex business and professional issues. Project management skills required to enable the incumbent to direct and properly resource the projects undertaken by the Building Sciences Team.
- Exceptional inter-personal, communications, negotiating, coaching and leadership skills to effectively manage relationships with a diverse group of stakeholders.

### **Education/Training Required:**

- University degree in engineering, architecture or equivalency.

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- Continuing education in technical fields and management. Willingness to explore emerging technologies or ideas for Infrastructure. e.g. Sustainable Buildings.

**Work Experience Required:**

- Extensive management and professional experience in the design, construction, operation and maintenance of many institutional and commercial facilities.
- Experience in management of projects and processes using a multi-disciplinary team of professionals and technical specialists.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

This position must coordinate and organize the unit's activities by providing direction to all staff on standards, work priorities, principles, and guidelines. This position is the technical expert/leader in government in areas of building sciences. This position is also a key link in fulfilling the ministry's mandate to implement building projects that are cost-effective, technically sound and sustainable, and provide value for investment. It is looked upon by ministry officials, other government departments, and stakeholders to provide advice and leadership in existing and new technologies in the building sciences field. There is no higher government authority in the Building Science disciplines. Staff and consultants rely on this position for guidance and decisions.

Assistance from senior management, consultants or research institutes is in the form of discussion and a sounding board, providing advice on options. This position is accountable for decisions made within the scope of the section.

Examples:

- Led a technical team in the review and rewrite of the technical portion of a complex Request for Proposal prepared by consultants to deliver the Calgary Courts project, proposed as a public private partnership. The team applied their skills and knowledge to redraft the technical portions of the RFP. This later formed the basis of the contract for the design-build contract.
- Led a technical team in creating a quality management program for the building envelope on the Calgary Courts project. The team developed a comprehensive program to ensure ongoing quality management of the various aspects of the facility, including complex testing (lab, factory, and field testing) of pre-tensioned concrete, testing of curtain walls, etc. All aspects of the quality assurance program are in place and underway as construction of the Calgary Courts facility continues.

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## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Position is required to solve a wide variety of technical and management problems.

As a member of the Federal, Provincial, Territorial Building Energy Code Collaborative it was necessary to determine Alberta's position on adoption of the National Model Energy Code for Buildings as regulation. A draft position was drawn up and consultation with Ministries of Energy and Municipal Affairs was performed and an agreement arrived at in two days.

A master specification for PVC windows was created in consultation with the industry. Since then the industry has ceased to manufacture this window as there was too little market for it. A new specification is being created incorporating the most important provisions for durability in the previous specification but allowing use of windows that are available in the market.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal to our Ministry</b>		
Executive Directors, Directors and Project Managers within the ministry	Daily	Exchange information, receive requests for support and to provide direction for support. Reporting findings, providing advice and recommend solutions to such requests.
Section staff and external consultants	Ongoing	Provide direction, assign tasks and priorities to accomplish goals.
<b>External to our Ministry</b>		
Work with teams and committees in private sector; senior officials from client departments and branches	Ongoing	To exchange information, accomplish assigned projects or provide advice.

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Federal Government	Ongoing	Participate on national committees, provide advice and expertise.
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## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

This position has an impact on all facilities that are owned or supported by the Government of Alberta in that it is responsible to set standards in the building sciences field. It also has a broad impact on the consulting and contracting industries through the creation of design standards and master specifications which must be followed and by providing ongoing expertise and guidance to industry.

Last Review / Update: 2015-02-06

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# MJEP

## Benchmark Evaluation - M420-41

### Identification Section

<b>Working Title:</b>	Director, Bridge Engineering and Water Management
<b>Ministry:</b>	Transportation
<b>Division, Branch/Unit:</b>	Technical Standards Branch
<b>Reports To:</b>	Executive Director, Technical Standards
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-41
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

[Organization Chart A](#)

[Organization Chart B](#)

(requires login)

### Job Summary

This position directs the development of standards, specifications, guidelines and best practices for all aspects of bridge engineering and water management infrastructure, including planning and preliminary engineering, hydrotechnical engineering, structural engineering, construction, rehabilitation, inspection, and maintenance. This position also provides expert advice in all areas of bridge and water management engineering to assist with resolution of issues and concerns and to ensure consistency in the application of standards and guidelines province wide.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 50% 200	E2P 200	800

Short Profile: B

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## Evaluation Rationale

- **Know-How:**
  - **F:** Requires extensive knowledge in engineering areas of Hydrotechnical, structural, materials, and extensive knowledge in the construction, rehabilitation, inspection and maintenance of bridge structures. Also requires knowledge of construction project management.
  - **II:** Position is responsible for the guidance of Alberta's water management system and bridge engineering (2 unique functions in engineering which are highly complex).
  - **3:** Position is required to provide influence on bridge and water management actions. Position works in collaboration with many external stakeholders to achieve consensus in a contentious environment.
- **Problem Solving:**
  - This position is the authority on bridge building in Alberta and is managing in a highly complex environment. This position is also the go-to person for water management in the ministry. Position was not attributed a 43% for problem solving as it is required to develop creative solutions outside bridge building standards.
- **Accountability:**
  - **E:** Position has an Executive Director to assist and provide guidance, and also has broad industry standards and best practices to draw on. Position works within related engineering concepts.
  - **2:** The results of this position affect internal department staff, external consultants and contractors, and Alberta Environment, as they are the ones who will implement the guidelines and best practices. Position is not seen at the 3 level for magnitude as the clientele affected by this position is limited to those who have an interest in the design, construction, rehabilitation, inspection, and maintenance provincial bridge and water management infrastructure.
  - **P:** This position is directly in charge of standards for bridges/water management in Alberta. For example, this position will make the final decision regarding which standards and construction specifications are to be used on bridges, including the development and approval of the "Bridge Design Criteria" and "Specifications for Bridge Construction" documents.

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### Last Reviewed:

Last Review / Update: 2015-02-05

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# MJEP Benchmark

## Job Description - M420-41

### Identification Section

<b>Working Title:</b>	Director, Bridge Engineering and Water Management
<b>Ministry:</b>	Transportation
<b>Division, Branch/Unit:</b>	Technical Standards Branch
<b>Reports To:</b>	Executive Director, Technical Standards
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Executive Director, Technical Standards Branch, this position directs the development of standards, specifications, guidelines and best practices for all aspects of bridge engineering and water management infrastructure including planning and preliminary engineering, hydrotechnical engineering, structural engineering, construction, rehabilitation, inspection and maintenance. The position also provides expert advice in all areas of bridge and water management engineering to assist with resolution of issues and concerns and to ensure consistency in the application of standards and guidelines province wide.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

- Accountable for the management of the section to ensure that the program objectives of the Department are carried out efficiently and effectively.

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- Accountable for the implementation and development of hydrotechnical, structural, construction, rehabilitation, inspection and maintenance standards and measures for bridge and water management infrastructure.
- Responsible for providing bridge engineering and water management support and expertise to the regions, transport engineering and other organizational units and Departments.
- Ensure design standards and guidelines are in place for consultants to apply in bridge and water management design, construction, rehabilitation, inspection and maintenance. These are also used by section staff and the regions to undertake technical reviews of design work completed by consulting firms to ensure that designs and construction works are compatible with current practices in the profession and will be suitable for the Department's needs.
- Responsible, through staff, to provide methodologies and standards to evaluate existing bridge structures in order to determine their adequacy for safely carrying highway and bridge loads.
- Responsible, through staff, for representing Alberta in the development and maintenance of national bridge codes and participating in international bridge code committees.
- Responsible, through staff, for development and administration of bridge inspector training and certification (BIM).
- Responsible, through staff, for development and management of specialized bridge inspection programs including deck testing, ultrasonic testing, scour survey, ferry inspection and others.
- Responsible, through staff, for development of Specifications for Bridge Construction.
- Responsible, through staff, for co-ordination of provincial bridge construction, rehabilitation and major maintenance programs.
- Responsible, through staff and consultants, for the development of engineering strategies for structure rehabilitation, design, load rating, strengthening and bridge widening measures.
- Carry out, through staff and consultants, project evaluations to assess appropriate standards in unique circumstances.
- Responsible, through staff, for maintenance and update of bridge infrastructure data including inventory and inspection information.
- Responsible, through staff, for maintenance, management and update of bridge drawings and other bridge data records.
- Responsible, through staff, for policies for approval of utility installations by others on provincial bridge structures.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

### **Knowledge Required:**

- Extensive knowledge of the theories and principles across a number of specialized areas including hydrotechnical engineering, structural engineering, materials engineering, construction, rehabilitation, inspection and maintenance of bridge structures.
- A thorough knowledge of the behaviour and design of construction materials.

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- Broad understanding of the Department's business practices and processes including planning, programming, budgeting, design, tendering, construction, preservation and maintenance.
- Broad knowledge of industry standards and best practices in the area of bridge and water management infrastructure.

**Skills Required:**

- Extensive leadership and interpersonal skills in dealing and communicating with professionals across diverse functional areas including technical specialists, senior and executive management and regional staff.
- Ability to communicate ideas and resolve conflicts.
- Strong human relations including coaching, team building and motivation skills.
- Technical problem solving and decision making skills.
- Extensive organizational skills.

**Education Required:**

- B.Sc. in Civil Engineering or equivalent.
- Professional Engineer status (membership in APEGGA).
- M. Sc. in Civil Engineering or related post graduate courses desirable.
- Management courses.

**Work Experience Required:**

- Ten years related engineering and field experience including considerable management experience. Bridge and water management infrastructure planning, design, construction, rehabilitation and maintenance experience is required.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The position requires extensive leadership and management skills to lead and manage a large and diverse group of professionals. A high level of coordination and organization is required for directing and managing the different areas within the section including bridge planning and preliminary engineering (includes hydrotechnical), structural bridge engineering, bridge construction, bridge materials, bridge preservation and maintenance, bridge data and document management and water management infrastructure.

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This position provides leadership in setting goals, priorities and objectives for the section and gathering input from various internal and external stakeholders and finding consensus among the various groups. The position is also looked upon for direction, accountability, advice and influence on the outcomes of bridge and water management actions.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The outsourcing of all bridge and water management engineering has left a relatively small group of specialists which are required to be knowledgeable and maintain expertise in a number of specialized areas including hydrotechnical engineering, structural engineering, construction and rehabilitation. There is a great variation in the amount of expertise available in the bridge and water management areas across different consulting firms and these firms strive to develop and train qualified staff within their respective organizations. At the same time, there is a significant amount of work with challenging delivery schedules. There are great challenges in maintaining expertise, providing expert knowledge and advice to consultants and ensuring reasonably consistent standards and quality of product are produced. Standards, specifications, guidelines and best practices are required more than ever to provide direction to new and experienced consultant staff.

Truck vehicle weights, axle loads and traffic volumes have continued to increase over the years along with more stringent requirements outlined in National Design Codes. Bridge and water management infrastructure that was adequately designed and constructed 30 years ago are becoming victims of the changes. Replacing all of these bridges and water management infrastructure is very expensive and impractical. Policies and directions that allow for creative solutions are required for maximizing the life of these structures.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
Internal to our Ministry		

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Executive Director	Weekly	Inform of work activities, provide technical advice, seek direction, guidance and work assignments.
Regional Bridge Staff	Daily	Provide/seek technical advice and influence.
All Sections of Technical Standards Branch	Weekly	Provide/seek technical advice and influence.
Program Management Branch	Monthly	Review/discuss program development, project status and budget allocations.
<b>External to our Ministry</b>		
Consultants	Weekly	Provide direction, technical advice and exchange of ideas.
Contractors	Weekly	Provide direction, technical advice and exchange of ideas.
Alberta Environment	Weekly	Provide information, project status and budget projections related to program development and project delivery.
Other Transportation Agencies	Weekly	Provide information, technical advice and exchange of ideas.
General Public	Weekly	Provide information and respond to general inquiries related to bridge and water management infrastructure.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

This position directs the physical and human resources for setting standards, specifications, guidelines and best practices for bridge and water management engineering for the Department and is the position responsible for results. The position receives input into decisions and directions from regional bridge and water management staff, technical staff from other Departments, consultants, contractors and other transportation agencies.

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The standards, specifications, guidelines and best practices developed by the section and adopted by the Department are used by all Department staff, consultants and contractors in the design, construction, rehabilitation, inspection and maintenance of provincial bridge and water management infrastructure. A number of other transportation agencies and municipalities also use and rely on the Department's standards, specifications, guidelines and best practices.

Some recent examples include:

- Specifications for Bridge Construction 2006
- BIM Bridge Inspection Manual Version 3.0
- Hydrotechnical Design Guidelines
- Bridge Design Criteria
- Standard Drawings for SC Girder Bridges
- Standard Drawings for Bridge Rails

Last Review / Update: 2015-02-06

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# MJEP

## Benchmark Evaluation - M420-30

### Identification Section

<b>Working Title:</b>	Manager, Aboriginal Liaison
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Service Quality
<b>Reports To:</b>	ADM, Service Quality Division
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M420-30
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Assistant Deputy Minister, Service Quality Division, the position is a key management link in the provision of culturally appropriate child welfare services to aboriginal peoples and the improvement of outcomes for children and families. The position provides direction and support to First Nations Liaison Units and ensures information sharing, issues identification, problem solving, strategic thinking and adherence to protocols between service providers, First Nations agencies and the Ministry.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	F4 50% 200	F2+C 200	800

Short Profile: B

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## Evaluation Rationale

- **Know-How:**

- **F:** This position is the department authority on Aboriginal issues, an must have a deep knowledge of aboriginal culture, child welfare practices, and social work principles. An understanding of governance and political dynamics in Alberta is required to develop effective policy and programs.
- **II:** The position requires strong leadership skills to coordinate Aboriginal programs in all areas of the province. It manages three senior managers and one manager who possess regional autonomy and negotiate agreements with thirty delegated First Nations authorities. The Director must manage a complex federal-provincial funding model that is spread among all Treaties across the province.
- **3:** Strengthening linkages between the ministry, First Nations, Metis Community, and other community stakeholders is key to this role. The ability to maintain positive and effective working relationships with stakeholders of diverse cultural backgrounds is essential to managing Aboriginal programs effectively.

- **Problem Solving:**

- The Director must be skilled in translating essential information into strategic action, and must anticipate client needs. It must identify and facilitate approaches in dealing with First Nations and Metis communities, taking into account differing needs among the groups and differing circumstances. It must understand when there is a need to be flexible on specific arrangements. Finding resolutions to problems is assisted by broad business goals, legislation, and provincial standards for child welfare services. Issues that must be resolved by this position are typically at the national and provincial level.

- **Accountability:**

- **F:** This position is accountable for making decisions that result in continuous improvement of aboriginal policy, capacity building, for First Nations Child and Family Services Agencies, and timely and useful advice to the ADM, Service Quality when necessary. The position is also accountable for developing and maintaining positive relations and partnerships with Aboriginal communities and other ministries. The position may receive broad direction from the Deputy Minister, ADM, or Director of Child Welfare.
- **2+:** Aboriginal youth and children in Alberta and their families benefit from positive relationships and capacity building in Aboriginal Agencies. Push on the 2 as the position's actions affect a sizeable portion of children and families within the province.
- **C:** The Director contributes towards and supports the actions of the Ministry in developing Aboriginal policy.

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**Last Reviewed:**

Last Review / Update: 2015-04-13

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# MJEP Benchmark

## Job Description - M420-30

### Identification Section

<b>Working Title:</b>	Manager, Aboriginal Liaison
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Service Quality
<b>Reports To:</b>	ADM, Service Quality Division
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Manager of Aboriginal Liaison is a key management link for the Ministry of Children's Services in the provision of services to Aboriginal children, youth and families and the improvement of outcomes. This position provides direction and support to First Nations Liaison Units, and ensures information sharing, issues identification, problem solving, strategic thinking and adherence to protocols between service providers, First Nation Agencies and the Ministry. Responsibilities of this position focus on building and maintaining relationships and promoting knowledge sharing and best practices in social service delivery between government and First Nations within the Province. This position is a key support to the Director of Child, Youth and Family Enhancement, and works closely with stakeholders and partners to improve the quality and cultural appropriateness of services to children and families, and to explore opportunities for Aboriginal communities to strengthen and develop families.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

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Provide strategic leadership in the provision of services, to ensure that programs and services improve the outcomes for Aboriginal children and families.

Ensure Aboriginal perspectives, interests, concerns and issues are considered in Ministry programming, policy development and standards.

Strengthen linkages amongst the Ministry, First Nations, Métis Community, Child and Family Services Authorities, Regional First Nation Liaison units, and the Aboriginal community.

Facilitate a climate of sharing and pursuit of best practices among stakeholders and partners in the provision of services to Aboriginal peoples.

Provide accurate, timely advice, analysis, recommendations and support to the Assistant Deputy Minister, Service Quality, the Director of Child Youth and Family Enhancement and senior management on complex and politically sensitive matters including issue resolution; financial, case management and administrative areas to ensure appropriate service delivery.

Direct and support regional First Nation Liaison Units. Develop and maintain effective relationships with internal and external stakeholders including Chief Executive Officers of the Child and Family Services Authorities, Directors of Delegated First Nations, Alberta Aboriginal Affairs and Northern Development, Alberta Learning, Alberta Health, Alberta Justice and Indian and Northern Affairs Canada.

Play a key role in advancing a variety of initiatives including increasing the return of Aboriginal children to their families following involvement with the child protection system, the implementation of the Alberta Response Model (ARM) to increase the involvement of communities in the care of Aboriginal children, protection of children at risk of prostitution etc.

Ensure that First Nations who have delegated Authority receive supports required to maintain and continuously improve their delivery of on-reserve services to children and families and that First Nations who do not have delegation have the support required to develop the knowledge and infrastructure to coordinate their efforts with the local CFSA.

Represent the Ministry on inter and intra-ministry committees dealing with Aboriginal issues.

Provide leadership and support in the negotiation and maintenance of: Federal/Provincial/Aboriginal service delivery and administrative agreements; agreements for the delegation of services to children and families with the First Nations bands.

Provide support to First Nations, Métis Nation of Alberta, Métis Settlements General Council, and Native Council of Canada through promoting, coordinating, and mediating a consultation and partnership process between the Ministry and the Aboriginal community.

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## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

### Content Know-How

What kinds of specific knowledge and skills are required for the job and how do you use them to perform your job?

- Progressively responsible senior management experience in a service-oriented, complex human service organization.
- A working knowledge of Aboriginal culture, governance and political dynamics in Alberta.
- Experience in policy and program development.
- Well-developed leadership and communication skills.
- Demonstrated ability to develop and maintain positive effective working relationships and partnerships with stakeholders of diverse cultural backgrounds.
- Experience in identifying and understanding broad trends, anticipating needs and addressing complex issues.
- Strong knowledge of social work practice and the provision of services to children and families in Alberta, preferably supplemented by formal training in Social Work.
- Strong project management skills.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

### Leadership and Business Know-How

Describe the level of coordination, organization and leadership required to produce results expected of the job. Provide typical examples to illustrate this:

**Partnership/Relationship Skills:** Strong skills in consensus building with the Aboriginal community and the ability to establish linkages and partnerships with a broad range of groups and stakeholders.

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**Team Building/Guidance:** The ability to build effective linkages and alliances; able to work cooperatively and productively with others to achieve agreed upon goals and set up inclusive and collaborative processes in a team environment; ability to manage staff with varied sets of skills and seek ways to motivate and achieve staff potential.

**Communication Skills:** The ability to foster professional relationships with a range of stakeholders; ability to communicate complex ideas to a variety of audiences in both written and oral presentations and to anticipate how ideas communicated will be received.

**Leadership Skills:** The ability to guide and influence as well as provide direction in a complex environment; skills to anticipate change and motivate progress; strong project management competencies; understanding of issues/complexities of governance relationships and the political environment.

**Knowledge:** Understanding of the unique politically sensitive nature of the Ministry's working relationship with the Aboriginal community.

**Strategic Orientation:** The ability to identify and understand broad trends, think comprehensively as well as understand details; high degree of problem solving skills n working with partners and stakeholders on new areas to address unstructured and complex issues. Skills in translating essential information into strategic action, ability to handle diverse sets of formal and informal processes in place to achieve strategic goals.

**Client Focus:** The ability to understand, anticipate and meet the needs of Ministry clients, community members and stakeholders in addition to government.

**Results Orientation:** The ability to discern what results are important, focusing and leveraging resources to achieve them; ability to obtain results in multi-faceted and complex organizational, cultural and political environment

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Overall problem solving is the amount and nature of the thinking required in the job in the form of analyzing, reasoning, evaluation, creating, using judgement, forming hypotheses, drawing inferences and arriving at conclusions.

Provide examples of difficult or challenging situations your job is typically expected to handle. What resources are available (i.e. legislation, policy, precedents)?

- Identifying and facilitating approaches in dealing with First Nations, Métis and Aboriginal communities taking into account differing needs and circumstances; being flexible on specific arrangements to ensure a smooth and orderly transition of programs and services.
- Providing recommendations for alternative program delivery policies, practices and implementation strategies within the context of legislative, government and fiscal realities, on Aboriginal issues that are complex, long-term, or affect division, departments, other levels of government and the Aboriginal community.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
The Assistant Deputy Ministers, Executive Directors, Chief Executive Officers of the Child and Family Services Authorities, Regional First Nations Liaison Managers, the Coordinator of Divisional Operations for the Service Quality Division		
<b>External</b>		
Alberta International and Intergovernmental Relations, Alberta Justice, senior management and staff of the department and Indian and Northern Affairs Canada		
Senior officials, senior management and staff in other ministries, agencies, other government partners and stakeholders,		

including First Nations, Métis organizations and Aboriginal communities.		
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## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

Accountability is related to the opportunity a job has to bring about some results and the importance of those results to the organization. Closely tied is the degree to which the person in the job must answer for (is accountable for) the results.

Accountability consists of freedom to act, impact and magnitude.

Describe your personal freedom to act and the degree to which your job is controlled.

- Accountable for the development and continuous improvement of the aboriginal policy, capacity building for First Nations Child and Family Services Agencies, and monitoring and evaluation of First Nations capacity within the Ministry.
- Accountable for providing timely and useful advice to the Assistant Deputy Minister, Service Quality in preparation for Children Services meetings and/or negotiations with First Nations.
- Accountable for developing and maintaining positive relations and partnerships with other Ministries, First Nation agencies, MNAA and the Métis settlements and with the CFSA and the Federal Government.

Identify those areas where you are governed by broad managerial direction and policies.

- Accountable for managing within the scope of government legislation and regulations. There are not a lot of precedents within the Ministry for optimal processes for the development and implementation of policy for capacity building or for standardized monitoring processes.

Identify those, which are subject to specific policies, guidelines or managerial direction.

- Wherever directed by the Deputy Minister, or the Assistant Deputy Minister of Service Quality or the Director of Child, Youth and Family Enhancement.

Who and how are stakeholders affected by recommendations/decisions and action taken?

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- Aboriginal children and youth in Alberta and their families are expected to benefit from positive relationships and capacity building in Aboriginal agencies, in priority areas. Effective monitoring, and a timely and responsive policy capability would help optimize the utilization of the Ministry's resources, while supporting Aboriginal initiatives for children and families.

Last Review / Update: 2015-04-13

# MJEP

## Benchmark Evaluation - M420-29

### Identification Section

<b>Working Title:</b>	Director, Hydrocarbon Upgrading
<b>Ministry:</b>	Treasury Board and Finance
<b>Division, Branch/Unit:</b>	Investment and Industry Development
<b>Reports To:</b>	Executive Director, Investment and Industry Development
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-29
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Executive Director, Investment and Industry Development, the position provides long term vision and planning for development of a world class hydrocarbon upgrading industry cluster in Alberta. It identifies and disseminates strategic economic intelligence, and works closely with the private sector and various levels of government to improve industry competitiveness. The position is expected to identify feedstock, technology, and market opportunities that enhance the business case for investment in Alberta, and initiate studies to evaluate and illustrate these opportunities.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
GI3 400	F4 50% 200	E2P 200	800

Short Profile: B

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## Evaluation Rationale

- **Know-How:**

- **G:** Requires in-depth knowledge of hydrocarbon processing, refining, petrochemicals, and chemical engineering principles. Knowledge of international petrochemical and refined products production and markets, technical expertise in oil refining, and experience in developing senior level networks and partnerships with private sector clients is essential. This position is rated a G and not an F as it is recognized as a petrochemical industry leader, with both technical/scientific knowledge and strategic business and consulting knowledge.
- **I:** This position is a stand-alone representative of the Minister, Deputy Minister and program in Alberta's petrochemical sector. It does not involve a high level of integration of functionally diverse programs.
- **3:** The role is required to influence Alberta and international companies to consider Alberta as a hydrocarbon processing hub. The attraction of investment and partnerships to launch the program requires ongoing, significant collaboration with senior members of the industry, private sector companies, and various levels of government.

- **Problem Solving:**

- There is an absence of established legislation, policy or regulation in this specific area of business, but the position is assisted by other leaders in the hydrocarbon industry, such as the Executive Director and Alberta Energy. Position is considered a 'trail breaker' in that it gathers international intelligence on the industry to develop industry capabilities in Alberta and opportunities for growth.

- **Accountability:**

- **E:** Although subject to Ministry operational plans, the Director must provide recommendations on the appropriate role for the government and the department to take with respect to promoting this industry.
- **2:** The position affects a narrow group of stakeholders in the energy resource and hydrocarbon industries across the province. Other departments may be impacted through the involvement or leadership of this position in Sector Teams or other interdepartmental initiatives.
- **P:** The decisions of the Director affect the overall competitiveness of Alberta as an energy and hydrocarbon processing hub for serving domestic and international markets.

**Last Reviewed:**

Last Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M420-29

### Identification Section

<b>Working Title:</b>	Director, Hydrocarbon Upgrading
<b>Ministry:</b>	Treasury Board and Finance
<b>Division, Branch/Unit:</b>	Investment and Industry Development
<b>Reports To:</b>	Executive Director, Investment and Industry Development
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Provide leadership and direction, and facilitate and promote growth, diversification, competitiveness, business attraction and investment in integrated hydrocarbon upgrading activities in Alberta. Additional responsibilities include identification of feedstock, technology, and market opportunities that would enhance the business case for investment in Alberta and initiate and lead studies to evaluate and illustrate these opportunities. Provide advice to senior management on energy and hydrocarbon upgrading related issues, policy, and legislation.

Working closely with the Department of Energy (DOE), this position will be instrumental in implementing a long-term vision and co-ordinating planning necessary for development of a world class hydrocarbon upgrading industry cluster in Alberta. The job requires that the incumbent work closely with DOE, private sector companies, stakeholders, and various levels of government and their agencies to improve industry competitiveness, to promote industry development, and to identify and disseminate strategic business intelligence for the benefit of Alberta's industry and economy.

Reporting directly to the Executive Director, the incumbent will act as an Alberta Economic Development specialist on matters related to processing or upgrading oil, gas, bitumen, and coal in Alberta.

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## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

For the desired outcomes of increased growth, competitiveness, diversification, environmental management and investment in Alberta's hydrocarbon processing industry, the Director will:

1. In conjunction with DOE, industry and stakeholders, promote growth, industry development, diversification, competitiveness, business attraction and investment, by identifying opportunities, developing business rationale and assisting in creating awareness leading to commercial relationships among potential industry partners.
2. Initiate and manage opportunity studies that will enhance and promote industry development, business attraction, and investment in Alberta.
3. Identify and disseminate strategic business intelligence, with regard to hydrocarbon upgrading, for the benefit of Alberta's industry and economy.
4. Work closely with Alberta Energy Research Institute and EnergyNet in the identification of feedstock and technology opportunities that would enhance the business case for hydrocarbon upgrading investment in Alberta.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

### Logistics and Transportation Services:

- A combination of education, professional qualifications, and senior business management experience is essential for this position.
- The incumbent should have several years experience in a private sector organization(s), together with professional qualifications in hydrocarbon processing, refining, petrochemicals, or chemical engineering.

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- Knowledge and expertise in international petrochemical and refined products production and markets.
- Technical knowledge and expertise in oil refining, hydrocarbon processing, and petrochemical production is desirable.
- Ability to operate at CEO/Corporate level with private sector clients, to consult with various levels of government and to develop senior level partnerships and networks.
- Strong marketing ability.
- High degree of integrity.
- Experience in business case development, management and strategic planning.
- Analytical, planning, and creative thinking skills to arrive at innovative solutions.
- Strong writing skills.
- Good analytical skills.
- Computer skills.
- Working knowledge of Microsoft Word, Lotus Notes, PowerPoint, Internet, etc. and/or ability to upgrade.
- The knowledge and skills will be used to manage, provide leadership and direction, facilitate and promote growth, industry development, diversification, competitiveness, business attraction and investment, by ensuring that cost competitive and efficient Logistics and Transportation Services are available to Alberta producers, manufacturers, and exporters.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Credibility with industry, clients, service providers, and business colleagues.

Demonstrated ability to gain the respect, trust, and confidence of clients and industry. The incumbent will promote hydrocarbon upgrading investment opportunities at the highest levels with major international energy and petrochemical firms.

Demonstrated track record in leading a variety of project teams to successful achievement of objectives, i.e. industry studies, industry development, perceptive identification and development of opportunities, working with industry to create winning proponents and partnerships, and development of recommended government response to industry and private sector issues.

Ability to co-ordinate, organize, and lead a functionally and characteristically diverse group, i.e. industry, private sector, and association input into government, also to take an advocacy role on behalf of industry.

The job requires a combination of a broad range of general business knowledge, together with significant technical experience to generate innovative opportunities to leverage Alberta's impressive resource base.

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Initiate, organize, lead, or participate in industry studies, and project manage studies that impact on industry or provincial growth.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The Director is required to initiate and develop new and innovative solutions to complex issues, using his professional and technical skills and industry experience. These qualities are essential in a highly competitive global marketplace, frequently in the absence of any legislation, policy, or regulation.

The Director is responsible for:

- Creating effective ways to gather and disseminate domestic and international business information and industrial intelligence.
- Analysis and evaluation of client and/or service provider situations, requiring sound judgement, technical knowledge, diplomacy, integrity, reasoning and negotiation skills to achieve demanding, but acceptable objectives.
- Finding innovative and creative ways to identify, evaluate, and develop industry capabilities and opportunities, and to stimulate industry development and growth in the context of limited resources.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Deputy Minister, Assistant Deputy Minister, Executive Director, Executive Team. Alberta Energy Alberta Sustainable Resource Development	As required.	In situations involving financial or budget commitments, the Director makes recommendations to the Executive Director.

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Alberta Energy and Utilities Board Alberta Environment Alberta Infrastructure and Transportation Alberta Innovation and Science AED Regional Development		
<b>External</b>		
Alberta petrochemical companies, refiners, fertilizer producers, industrial gas producers, midstream companies and oil, gas, and bitumen producers.  International energy and petrochemical companies.  Industry consulting firms.  Federal government agencies, i.e. Western Economic Diversification Canada, Natural Resources Canada, and Industry Canada.  Other economic development agencies and municipalities in Alberta (i.e. Alberta Industrial Heartland (AIHA)).		Influencing stakeholders to recognize the advantages that may be attained by processing those resources in Alberta.  Lead international refining and petrochemical companies to consider Alberta as an energy and hydrocarbon processing hub for serving domestic and international markets.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

The development of personal workplans, contribution to operational plans, projects, and unit/branch plans and cross ministry initiatives. Project budgets are governed by broad managerial direction.

The duties of the position are integral to the overall mandate of the Department and the Departmental Business Plan.

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Recommendations and actions taken by the Director will influence Alberta energy resource companies to recognize the advantages that may be attained by processing those resources in Alberta, and lead international refining and petrochemical companies to consider Alberta as an energy and hydrocarbon processing hub for serving domestic and international markets. The overall competitiveness will also be affected by the actions and decisions of the Director, with respect to the removal of impediments and the development of supportive policies.

Other Divisions or Departments may be impacted through the involvement or leadership of the Director in Sector Teams or other interdepartmental initiatives.

Last Review / Update: 2016-03-11

# MJEP

## Benchmark Evaluation - M420-28

### Identification Section

<b>Working Title:</b>	Director, Consumer Programs
<b>Ministry:</b>	Service Alberta
<b>Division, Branch/Unit:</b>	Consumer Services
<b>Reports To:</b>	Director, Consumer Services
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-28
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to Executive Director, Consumer Services, the position manages the delivery of consumer protection programs through the effective enforcement and administration of legislation, delivery of consumer education programs in Alberta and oversees the activities of delegated consumer protection regulatory authorities.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	F4 50% 200	E2P 200	800

Short Profile: B

### Evaluation Rationale

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- **Know-How:**

- **F:** To ensure a fair market place for consumers, in the area of credit, collections, residential tenancies, charitable fund-raising, the automotive marketplace and the sales practice of a wide-range of businesses, the position requires extensive knowledge of consumer protection programs, legislation/statute administration, administering and interpreting legislation, designing and delivering new programs, regulatory enforcement and administration of the judicial process.
- **II:** Leads a team of professionals to plan, develop and maintain legislation and program policies and provide functional guidance to field staff to ensure consistent administration and enforcement. Manages and directs the effective administration and enforcement of 12 Acts and a multitude of statutes.
- **3:** Holds quasi-judicial administrative hearings, providing direction and guidance to staff and licensees.

- **Problem Solving:**

- Developing legislation and practices that address the interests of consumers as well as business and its employees. Makes decisions to issue, suspend or cancel a licensee/registration and orders freezing bank accounts.

- **Accountability:**

- **E:** Responsible for the development of legislations and as the Statute Administrator, acts independently to determine whether to conduct enforcement actions, civil actions or impose any other kind of sanctions against a business or licensee. Operating objectives are achieved within managerial direction.
- **2:** Decisions impact on a significant public clientele.
- **P:** Provides leadership to a for the development of the legislation, the education programs and administering the licenses.

**Last Reviewed:**

Last Review / Update: 2015-02-05

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# MJEP Benchmark Job Description - M420-28

## Identification Section

<b>Working Title:</b>	Director, Consumer Programs
<b>Ministry:</b>	Service Alberta
<b>Division, Branch/Unit:</b>	Consumer Services
<b>Reports To:</b>	Director, Consumer Services
<b>Levels to D.M.:</b>	3

## Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Oversee the delivery of consumer protection programs in Alberta through the effective enforcement and administration of legislation, delivery of consumer education programs and overseeing the activities of delegated regulatory authorities.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Manage and direct the effective administration and enforcement throughout Alberta of a multitude of consumer statutes to ensure a fair marketplace.

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Ensure that there is adequate protection for Albertans in areas of higher consumer risk through the administration of licenses and bonds. Many areas of commerce in Alberta are regulated by complex license and bond requirements. These include marketing of natural gas and electricity, collection agencies, auctioneers, direct sellers and pre-paid home renovators.

In the licensing of trades and businesses, major outcomes are the fair administration of justice to all parties involved. Administrative decisions in the licensing area affect the ability of businesses and licensees to operate and any decision to revoke, reject, suspend or place condition on a license is generally met with strong objection and legal challenge.

Under the Foreign Ownership of Land Act, the position is accountable to ensure that the regulation is administered fairly, consistently and with the best interest of Alberta's economy in mind.

React to marketplace issues and ensure that legislative changes are made to keep pace with changing market conditions. New industries and technology continually pose major challenges to the department's ability to maintain a fair marketplace. For example, new legislation was developed on very short notice to protect Albertans in the areas of Internet commerce and travel club operations.

The position works closely with the Field operations in enforcing the various statutes. A number of key enforcement options rest with the Director of the Act. In the case of the Fair Trading Act, the Director has broad authorities and accountabilities as delegated from the Minister. The Act enables the Director to order any business or persons from refraining from the conduct of any activities that are in contravention of the Act, orders restitution, freeze assets and bank accounts, as well as make application to the Courts for broad remedies. Some regulated industries have millions of dollars in trust.

A number of key market areas such as motor vehicles, funeral services, credit counselling and real estate have been delegated to regulatory bodies. This position has the primary oversight responsibility for ensuring that these DROs operate in accordance with our legislation, direction and operational guidelines.

Develop and deliver education programs to educate Albertans on ongoing marketplace issues. These would include developing consumer awareness programs on special marketplace issues as well as ongoing development of consumer Tip Sheets, Alerts and other educational material.

The position represents Alberta on a number of key consumer committees and interacts with counterparts in all other Canadian jurisdictions as well as internationally.

Lead a team of professional and administrative staff providing functional guidance to Field staff and develop and maintain program policies to ensure consistent administration and enforcement.

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Manage and control a budget with revenues approaching \$.50 million and expenditures of \$2 million to ensure the most efficient use of resources.

Develop and co-ordinate issues, briefings, and background material for the Minister, department executive and senior management in a timely manner.

The position is responsible for building and promoting good working relations with consumer stakeholder groups, the general public, other governments and levels of government so that policies and legislation reflect stakeholder needs.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

### **Knowledge Required:**

- Knowledge of legislation administered.
- Knowledge of administrative and civil law.
- Knowledge of law enforcement, courts system and current case law.
- Knowledge of investigative techniques and law of evidence.
- Knowledge of related industries/business.
- Knowledge of industry trends and issues.

### **Skills Required:**

- Ability to motivate, train and provide leadership.
- Managerial/supervisory skills.
- Excellent oral and written communication skills.
- Excellent analytical and organizational skills.
- Excellent interpersonal and team building skills.
- Consultation and negotiation skills.

### **Essential Work Experience:**

- Statute administration.
- Regulatory enforcement and administration of judicial process.

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- Administration of licensing function.
- Administering/interpreting legislation, and providing functional direction to staff for a major regulatory program.
- Designing and delivering new programs, drafting of legislation, regulation and policies.
- Investigation/law enforcement experience.
- Budgeting and planning experience.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

This position monitors the marketplace to help ensure legislation and policy is meeting the needs of Albertans. The Collection Practices Regulation (now the Collection Practices and Debt Repayment Regulation) was recently amended to address changes in that industry and to improve consumer protection.

This position monitors the effectiveness of DRO'S to ensure that they are effectively carrying out their delegated responsibilities. Recent amendments to the Automotive Business Regulation help the Alberta Motor vehicle Industry Council do its job more effectively.

This position consults with a number of industry associations, works with intergovernmental committees, as well as other provincial and state jurisdictions to keep aware of developing trends and issues. This is helpful when updating our own legislation.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The recently concluded amendments to the Collection Practices Regulation required consensus to be gained while dealing with conflicting opinions and values both within and outside the collection industry. A working committee consisting of industry, consumer representatives, and government obtained agreement on the issues over several meetings. Presentations to the industry were made to allow them to understand why and how the new requirements came about.

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There have been a number of complaints concerning the failure of home warranty companies to honour their warranties. A working committee was created that had the task of examining solutions. The committee included the home warranty companies, builders, a home inspector, insurance companies and government. Some invitees initially did not want to participate as they did not want to work with their competitors. They were challenged to become part of the solution. The committee's work has resulted in a report to the Minister that contains specific recommendations. Three large automobile consignment dealers failed resulting in combined consumers losses of over two million dollars. AMVIC (DRO) did not have a solution. AMVIC was advised to require the posting of security by consignment dealers and we also advised them we would have a series of audits done on consignment dealers. The combination of the audits and security requirements appear to be effective.

The position has assistance from executive management and legal services.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Department Executive Managers	Weekly.	Receive direction, support for initiatives, provide issue briefings and policy recommendations.
Department Field Management and staff	Daily.	Provide functional direction.
Legal Services	Weekly.	Receive legal advice.
Legislative Council Advisors	Weekly/monthly.	Provide direction for drafting legislation.
Justice Civil Law	Annually.	Seek advice on civil action, undertakings and other alternatives.
Provincial/Federal counterparts	Monthly.	Co-ordination of national and cross border consumer issues.

Other departments	Bi-monthly.	Co-ordination of exemptions under the Foreign Ownership of Land Act and other legislation and program activities.
<b>External</b>		
Alberta Motor Vehicle Industry Council	Weekly.	Oversee their statute administration, complaint handling, enforcement actions, etc.
Alberta Funeral Services Regulatory Board	Monthly.	Oversee their statute administration, complaint handling, fiscal responsibility.
Credit Counselling Services of Alberta	Quarterly.	Administration of credit counselling programs.
Alberta Auctioneers' Association	Quarterly.	Administration of surety bond fund, legislation compliance, discipline of members.
CAMVAP Board	Quarterly.	Program implementation in Alberta, automotive complaint handling.
Direct Sellers Association	Annually.	Member education and complaint handling.
Federal/Provincial Consumer Departments	Weekly.	Enforcement sharing information, problem resolution with companies in their jurisdictions.
Consumers Association	Weekly.	Education of consumers, feedback on legislation.
Better Business Bureau	Quarterly.	Complaint resolution, providing marketplace alternatives, feedback.
Individual Businesses and Associations	Monthly.	Input on legislation and policies, offering industry solutions.
Landlord and Tenant Advisory Boards Municipal Approving Authorities	Quarterly.	Co-ordination and co-operation.
Landlord and Tenant stakeholders Condominium stakeholders	Monthly.	Support for our activities and to provide them assistance.

Regulatory officials outside Alberta Police Commercial Crime	Bi-weekly.	Co-operation and information exchange.
General Public	Daily.	Input on issues, complaints and solutions.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

Through the Fair Trading Act, the position is delegated by the Minister with broad powers and accountability to regulate the Alberta marketplace and take enforcement actions with a high degree of independence. These actions include Director's Orders, Civil Orders for Injunction, Undertakings, the ability to cancel or suspend business licenses and civil action on behalf of consumers, etc. The position also administers up to ten other consumer protection Acts with broad impact on the marketplace such as the Residential Tenancies Act, the Condominium Property Act and the Charitable Fund Raising Act.

The unit is responsible for the administration of the Foreign Ownership of Land Act, which requires dealing with major corporations, other departments with diverse interests, municipalities and having to make independent decisions in the best interest of the province.

The position is also responsible for overseeing delegated regulatory organizations such as the Alberta Motor Vehicle Industry Council, the Alberta Funeral Services Regulatory Board and the Credit Counselling Services of Alberta, etc. The mandate is to ensure that the delegated authorities deliver government programs and administer our legislation adequately and effectively in these key market areas that affect everyday lives of Albertans.

Last Review / Update: 2015-02-06

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# MJEP

## Benchmark Evaluation - M420-22

### Identification Section

<b>Working Title:</b>	Director, Highway Planning and Design
<b>Ministry:</b>	Transportation
<b>Division, Branch/Unit:</b>	Technical Standards Branch
<b>Reports To:</b>	Executive Director
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-22
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Executive Director, Technical Standards the position provides expertise and advice to the department and regions on highway design and is responsible for the standards and practices under which planning is carried out. The position manages the planning and functional design for future primary highway construction projects (e.g. integration of highway vicinity planning with compatible roadside development, environmental management), and improvements to existing highways, such as access control, multi-lane, interchanges and intersection improvements

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	F4 50% 200	E2P 200	800

Short Profile: B

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## Evaluation Rationale

- **Know-How:**
  - **F:** Requires extensive knowledge in engineering areas of planning, highway design, traffic engineering and land use development. Of utility placement plans, sale of land, encroachments and revisions to the ring road in transportation and utility corridors.
  - **II:** Manages a unit of professionals with varied expertise, engineers and consultants. Directs and liaisons with four regions to provide expert advice to regional staff for both rural and urban highway systems
  - **3:** Primary ministry and industry contact for all complex functional studies to negotiate 'buy-in' and consensus of highway improvement plans.
- **Problem Solving:**
  - Required to reach resolution of conflicting goals and diversified opinions among varied project interests. Project objectives are not clearly defined and require coordination and liaison necessary to obtain approval of project plans from other ministries, municipal governments and other planning participants.
- **Accountability:**
  - **E:** General direction for routine projects is given in the form of a problem statement, i.e., need to prepare highway improvements plans for the north/south corridor.
  - **2:** Results are externally focused. Position provides expertise to industry.
  - **P:** The Director is fully responsible for effectively managing the planning and functional design for future primary highways in Alberta.

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### Last Reviewed:

Last Review / Update: 2015-02-05

# MJEP Benchmark

## Job Description - M420-22

### Identification Section

<b>Working Title:</b>	Director, Highway Planning and Design
<b>Ministry:</b>	Transportation
<b>Division, Branch/Unit:</b>	Technical Standards Branch
<b>Reports To:</b>	Executive Director
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Executive Director, Technical Standards Branch, this position directs the development of complex urban planning studies, engineering geometric design standards, roadside developments, and a computerized system for predicting future highway needs. This position also provides expert advice to Executive Management and Regional Staff in matters of transportation planning and development management.

- Manage the planning and complex functional design for future primary highway construction projects including alignment for new highways, improvements to existing highways, access control, multi-laning, interchanges, and intersection improvements.
- Manage the integrity of future highway plans by protecting the highways against roadside development.
- Develop and update all standards related to highway design.
- Develop and update a computerized system to predict the future needs (expansion/upgrade) of the highway system.
- Provide expert advice to Regional staff in matters relating to planning, functional design, detailed design, and roadside planning, for both the rural and urban highways systems.

### Specific Accountabilities

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**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

This position is accountable for the development and delivery of highway planning and design. Specific accountability and added value are:

- The planning of the highway determines future functionality of the highway system. This is the initial step in the planning/design/contracts/construction process. Poor choices can lead to premature obsolescence, expensive subsequent corrective measures.
- Prepare and recommend conceptual and preliminary plans for improvements to the primary highway system and the Ring Roads in the Cities of Calgary and Edmonton. These plans are the basis for highway construction in Alberta. Both the planning and functional design aspects have capital expenditure consequences.
- Directs and liaises with the four Regions the review of roadside development plans, including Area Structure Plans, subdivision plans, and development plans. The review determines impact of the developments on existing and future highways and highway systems, and leads to recommendations as how to best deal with the developments. The function protects the integrity of the highway system in the most cost effective manner.
- Directs the review of utility placement plans, sale of land, encroachments, and revisions to the Ring Road in the Transportation and Utility Corridors for both the Cities of Calgary and Edmonton. This function protects the integrity of the Ring Roads in the most cost effective manner.
- Directs the development of design standards, for use within department and the construction industry and for input at a national level. This function ensures that highways are design and constructed to a safe and modern standard.
- Directs the development of a computerized system which will prioritize work flow and programming, based on a technical needs perspective. This function will assist the Regional Directors in directing department construction funds to areas with highest technical needs.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

### Knowledge Required:

- Planning principles.
- Overall geometric design principles and standards.
- Highway network analysis.
- Traffic modelling principles.
- Traffic safety and operations principles.
- Capacity analysis and weaving analysis.

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- Land use development processes.
- Environmental practices.
- Public participation practices.
- Overall functions of other areas of the department.
- Contract management

**Skills Required:**

- Project management, coordination and organization.
- People management of staff.
- Budgeting and budget control.
- Leadership, motivation.
- Management of change.
- Negotiation, diplomacy.
- Public speaking

**Education/Training Required:**

- Extensive management training.
- B.Sc. in Civil Engineering, relevant post graduate courses in transportation engineering.
- Geometric design, traffic engineering, highway engineering training, computer systems.

**Work Experience Required:**

- 10 to 15 years relevant experience in functional planning, geometric design, traffic engineering, transportation planning with at least half of this experience in management of these functions.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

This position plans, organizes and coordinates section's activities, by providing direction to staff on policies and procedures.

This position also tracks and integrates activities from other Regional staff in the department.

This position determines a vision for future transportation needs and systems, by considering economic factors, trends and growth of the province.

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This position is responsible for evaluating section's performance and deliverables.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The most difficult component of this position involves the resolution of conflicting goals and diversified opinions among varied project interests. In many instances, project objectives are not clearly defined, which adds to the complexity of the projects. Work involves carrying out the coordination and liaison necessary to obtain approval of project plans from other departmental branches, departments, municipal governments and other planning participants.

There is a requirement for very good technical knowledge and good judgement to analyze complex situations. It also requires excellent interpersonal skills and negotiations to communicate plan information, diplomacy to resolve conflicts and flexibility to manage technological changes.

Assistance is sought from the Executive Director when a clarification of policy is required, or confirmation of contentious issues.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Deputy Minister	1 time/month.	Provide technical advice/seek direction/work assignment/influence.
Assistant Deputy Minister	3-4 times/month.	Provide technical advice/seek direction/work assignment/influence.
Executive Director	Daily.	Provide technical advice/seek direction/work assignment/influence.

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Regional Directors	1-2 times/week.	Provide technical advice/influence.
Infrastructure Managers / Technical staff	Daily.	Provide technical advice/influence.
<b>External</b>		
Cabinet Ministers/MLA's	2 times/month.	Provide technical advice/working committee Greg Melchin - advise on Ring Road Len Mitzel - Rail Crossing Study.
Mayors/Councillors	1 time/month.	Influence/or exchange of ideas.
Consultants	Daily.	Provide direction/provide technical advice/exchange of ideas.
Department Heads and counterparts in City Transportation Departments	Weekly.	Provide technical advice/exchange of ideas.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

This position sets the direction for the future highway system in the province, contributing to the prosperity of the province and preserving the Alberta Advantage. For example, new road systems, such as the Regional Ring Road around Edmonton and Calgary will assist these regions with their future growth, and move provincial traffic efficiently around these centres. Poor choices will result in congestion and safety issues on the highways, leading to expensive remedial action, or causing increased angst to business owners and landowners.

Last Review / Update: 2015-02-06

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# MJEP

## Benchmark Evaluation - M420-13

### Identification Section

<b>Working Title:</b>	IT Infrastructure Director
<b>Ministry:</b>	Energy
<b>Division, Branch/Unit:</b>	Corporate Services, IT Branch
<b>Reports To:</b>	IT Branch Head
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-13
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### [Organization Chart](#)

(requires login)

### Job Summary

Reporting to Information Technology Business Branch Head, the IT Infrastructure Director is accountable for providing tactical planning, new technology deployment, financial planning, management, service delivery and support of Energy's Information Management and Technology (IM&T) infrastructure. The Ministry's mission critical business applications including those used to assess, levy and collect provincial revenues of approximately \$12 billion dollars (2009) are explicitly dependent on the reliability, availability and security of this IM&T infrastructure.

The position is responsible for development and implementation of new and future IM&T solutions that will bring business benefit to the department while ensuring that current technologies are being kept up to date and continue to meet the needs of the department. The incumbent is accountable for the procurement, availability, capacity and security of a complex network, servers, storage (electronic data) and desktop hardware and associated operating system software as well as the Commercial Of The Shelf (COTS) office productivity applications. Over ISO software licenses and maintenance agreements with a value of \$1.8 million dollars are negotiated and maintained with license counts validated and renewed on an annual basis.

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## Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 43% 175	E4C 200	775

Short Profile: A1

## Evaluation Rationale

- **Know-How:**

### Content Know-How

- **F:** The position requires advanced knowledge of business IT systems, and practical knowledge of principles and concepts associated with business process reengineering and managing business change and project management methods, standards and techniques. A practical knowledge of a variety of office automation software and automated project management tools is also required.

### Business and Leadership Know-How

- **II:** Position has two separate units reporting to it performing varied activities. The units are each lead by managers (Service Delivery Manager and Service Support Manager), allowing the Director to take a leading role on forward looking issues in a variety of areas (virtualization, biometrics, greening of technology, optimizing archival of emails, etc.)

### Human Relations Know-How

- **3:** Position provides ongoing consultation with internal department recipients of IT infrastructure services, communicating ways to efficiently utilize software and hardware. It also shares IT knowledge and best practices within the Government of Alberta with other Government Agencies, the IT vendor community, and other industry stakeholders. Position has 32 staff delivering the program.

- **Problem Solving:**

- Systems are dynamic and extremely complex. The Chief Information Officer may not have specialized IT knowledge, so issues may be broadly defined and position provides a lead role in creating and implementing tactical solutions that are 'industry best practice' methodologies processes and standards.

- **Accountability:**

### Freedom to Act

- **E:** Working within industry standards for activities, standards, principles, and guidelines the position is responsible for delivering on time and budget delivery IT goals, solutions, advice and expertise.

### Magnitude

- **4:** The position's actions impact the infrastructure, software, hardware, security and archiving of a stand-alone IT system (no external support) that is key to collecting provincial revenue.

### Impact

- **C:** Position provides interpretive, advisory support services for use by others in achieving results.

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Last Review / Update: 2015-02-05

# MJEP Benchmark Job Description - M420-13

## Identification Section

<b>Working Title:</b>	IT Infrastructure Director
<b>Ministry:</b>	Energy
<b>Division, Branch/Unit:</b>	Corporate Services, IT Branch
<b>Reports To:</b>	IT Branch Head
<b>Levels to D.M.:</b>	3

## Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to Information Technology Business Branch Head, the IT Infrastructure Director is accountable for providing tactical planning, new technology deployment, financial planning, management, service delivery and support of Energy's Information Management and Technology (IM&T) infrastructure. The Ministry's mission critical business applications including those used to assess, levy and collect provincial revenues of approximately \$12 billion dollars (2009) are explicitly dependent on the reliability, availability and security of the IM&T infrastructure.

The Director is responsible for development and implementation of new and future IM&T solutions that will bring business benefit to the department while ensuring that current technologies are being kept up to date and continue to meet the needs of the department. The incumbent is accountable for the procurement, availability, capacity and security of a complex network, servers, storage (electronic data) and desktop hardware and associated operating system software as well as the Commercial Of The Shelf (COTS) office productivity applications. Over 150 software licenses and maintenance agreements with a value of \$1.8 million dollars are negotiated and maintained with license counts validated and renewed on an annual basis.

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The position is accountable for the support of over 1200 personal computers/laptops and over 400 printers connected to a computer Local Area Network (LAN). This LAN is connected to the Government of Alberta (GoA) SuperNet Wide Area Network (WAN) that is connected to the Internet. The Ministry network Infrastructure includes approximately 180 network and security devices including switches, routers, firewalls and other network appliances. Four secure and environmentally controlled computer rooms totalling 1900 square feet with over 250 servers are maintained on a 24/7 365 day basis in both Edmonton and Calgary. This complex environment must be secure, always available and reliable in order for the Minister's Office, the Deputy Minister's Office, all Ministry staff and contractors to perform their day to day job duties. This individual and the Infrastructure team must provide excellent customer service.

This position provides leadership and management to a blended team of 32 technical professional staff that consists of bargaining unit, opted out and contracted resources and represents Energy to Industry, IT private business partners and cross government. The incumbent has fiscal accountability for a \$5M to \$8M annual budget that supports both operating and capital purchasing of a software and hardware asset inventory that has an approximate value of \$8.8M. Processes, standards and procedures must be documented and followed to ensure that appropriate audit controls are in place that are examined annually by an independent auditing firm in conformity with the rigorous the Canadian Institute of Chartered Accountants (CICA) Trust Services Principles and Criteria (SysTust). The Office of the Auditor General (OAG) also conducts annual reviews to ensure appropriate financial, procedural and security controls are in place within the operation of the IM&T infrastructure and that evidence of these controls being carried out is examined.

The position provides direction within the Ministry and consultation with other GoA senior management individuals, various groups and business partners, on the future direction of the IM&T industry. Customer and Vendor Relationship Management (CRM and VRM) are a critical component of responsibility to ensure that underpinning Operating Level Agreements (OLA) are aligned with Service Level Agreements (SLA). Alignment with Service Alberta and the GoA Corporate Information Security Office (CISO) is also required. Directives must also be reviewed and supported within the IM&T infrastructure. Direct support of the Energy industry as it relates to the support of the Ministry's custom business applications is provided within the Ministry's Service Desk (Help Desk). The Director needs to be constantly connected to the local, municipal, national and worldwide IM&T community to ensure that emerging technology advances and directions are understood. Many complex relationships need to be fostered within both the public and private sectors with strong demonstration of professionalism by adhering to the Vision and Values of the Government of Alberta.

## Specific Accountabilities

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The logo for the Government of Alberta, featuring the word "Alberta" in a stylized, cursive script font, followed by a small square icon.

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

The Information Technology Infrastructure Library (ITILv2) is a set of industry adopted concepts and best practices for managing Information Technology Service Management (ITSM) comprised of two primary sets: Service Delivery and Service Support.

## 1. IM&T Service Delivery

The Service Delivery discipline concentrates on the proactive services that IM&T must deliver to provide adequate support to business users. It focuses on the business as the customer of the IM&T services (compare with: Service Support). The discipline consists of the following processes:

**Service Level Management:** This position is accountable for defining, updating, adhering to and taking ownership of Service Level Agreements (SLAs) of IT services which includes report monitoring of severity, duration and resolutions to ensure the Service Level Agreement (SLA) is being met. This includes the direct delivery of services to the Department of Energy staff including email, smart phones, office productivity software, electronic file storage and printing.

**Capacity Management:** This position is accountable for the development and maintenance of a Capacity Planning process that supports the Technology Life Cycle Management (TLCM) hardware refresh program. An active four year refresh of all IT hardware technology that considers warranty, technology change and market price. Growth and new business application development must be monitored with coordinated provisioning of computing capacity and data storage being provided for in an expedient and timely manner. Analytical thinking is required in order to make priority purchasing decisions that support and align with the requirements of the business delivery. The incumbent must have a diverse technology background and understanding of a complex IT infrastructure that includes desktop computers, printers, smart phones, video conference facilities, servers (HP Intel, Sun SPARC and HP Alpha), Storage Area Networks (SANs), Virtual Tape Libraries (VTLs), Uninterruptible Power Supplies (UPS), Local and Wide Area Network (LAN/WAN) and security hardware.

**IT Service Continuity Management:** This position is accountable for defining, updating, adhering to and taking ownership of Disaster Recovery Plans (DRP) that are exercised annually. DRP are the procedures to follow that align with Department's and GoA Business Continuity Planning (BCP) in the event of unplanned major disruptions to business such as pandemics.

**Availability Management:** This position is accountable for maintaining a mature ongoing automated operations infrastructure that proactively monitors and self repairs incidents within the infrastructure through use of technology

redundancy and automated recovery procedures. The result is a computing environment that achieves higher levels of uptime progressing to five nines (99.999%) of availability, which translates to a total downtime of approximately five minutes and fifteen seconds per year. In order to achieve these results the incumbent must have broad large scale IT infrastructure technology expertise including an understanding of hardware, networks, software and programming.

**Financial Management:** This position is accountable for the tracking and maintaining an accurate IT Asset Management (ITAM) inventory of all IT hardware capital assets within the Department. The position is also accountable for ongoing validation of all IT software licensing, maintenance and support agreements. Ensuring the Department is paying an effective price on agreements that are legally compliant while receiving maximum value and benefit. This position is an authorized expenditure officer who is accountable within spending limit or technically approves the purchase of all IT acquisitions within Energy and ensures GoA purchasing and procurement policies are being adhered to. Forecasting and budget planning is also required. Project resourcing and capacity planning must be reviewed on an ongoing basis to ensure financial expenditures are not exceeded and 3 year budget submissions to Finance are allocated with a reasonable level of accuracy. IT assets that are no longer required are to be declared surplus, and disposed of securely with no accidental loss of data, in accordance with GoA policies and procedures.

## 2. **IM&T Service Support**

The Service Support discipline focuses on the User of the IM&T services and is primarily concerned with ensuring that they have access to the appropriate services to support the business functions. The discipline consists of the following processes:

**IT Service Desk:** The IT Service Desk provides the Single Point of Contact (SPoC) for Department of Energy employees to ask IT related questions, report IT related problems or obtain access to the IT Services. It is available for employees to report problems and receive quick problem resolution or to ask questions about the use of the workstation. The incumbent is accountable for the management, training and devolvement of a group of Systems Analysts that support two Service (Help) Desks located both in Edmonton and Calgary. This includes direct support of Alberta's Energy Industry as it relates to the use and operation of DoE custom business applications.

**Service Request Management:** The position oversees the management of IMACs (Installations, Moves, Additions and Changes) that are requested by Ministry users are prioritized and executed in a timely fashion. Service request processes must be defined and followed to ensure appropriate technical and financial approvals are signed off when needed. FTE Termination Check List is an example of these procedures.

**Incident Management:** The position oversees the management tracking of all incidents reported to the Service Desk. This tracking provides a means of measuring Service Levels and documenting resolutions for both Energy staff and Industry stakeholders. A COTS ITIL complaint application is used to enter all incidents. The application provides

reporting on trends and can be used as evidence for validation of OAG control reviews. This application also supports the tracking, management and allocation of resources for Service Requests.

**Problem Management:** Problem Management aims to resolve the root causes of incidents and thus to minimize the adverse impact of incidents and problems on business that are caused by errors within the IT infrastructure, and to prevent recurrence of incidents related to these errors. This position is accountable for managing and supporting Systems Analysts in resolving technical problems. The incumbent provides guidance to the team as necessary in resolving problems and must make sure that problem resolutions are achieved. Support can include facilitating the escalation of support calls with the vendors Subject Matter Experts (SMEs).

**Change Management:** The scheduling, coordination and confirmation of contingency plans for all planned changes to the IT Infrastructure is a primary responsibility of this position. Appropriate change management procedures are to be followed when initiating changes and appropriate approvals are to be signed off. This is achieved through the use of a COTS Change Management application that provides auditable and well documented change control. The application is often used as evidence for validation of OAG control reviews. This change management process includes both an ongoing internal to IT and external to the customer communication plan. The coordination and creation of the service disruption block time schedules is also a responsibility of this position.

### 3. **New Technology Deployment**

Ongoing research in new technologies, directions and best practices within the IM&T industry and assessing the business value, impacts and benefit for the department.

Oversee the project management activities and project portfolio related to the planning, implementation and maintenance of new hardware/software and version upgrades within the test, development, acceptance testing and production environments.

Championing and evangelizing emerging technologies and practices through the ongoing use and demonstration of the potential value and process improvements to be gained for the department, GoA and stakeholders.

Responsible for providing direction in the use of new technologies and practices through the development pilot projects, Business Cases and Project Charters.

Accountable for the implementation of new technologies and major technology upgrades by managing an ongoing technology project management portfolio with numerous projects being executed at various stages.

Ensuring the successful adoption of new technologies within the ITBU and the department by readying the staff through effective communication, awareness and feedback.

Assessing the results achieved with these new technologies and processes via Post Implementation Reviews (PIR) and sharing both successful outcomes and lessons learned.

#### 4. Secure IT Infrastructure and Facilities

Oversee the development and maintenance of desktop, server, network, security and facilities management service policies, standards, and guidelines. Ensure appropriate controls are in place for continually monitoring secure network access both internal and external to the Internet using hardware and software including network firewalls and Intrusion Prevention Systems (IPS).

Ensure appropriate controls are in place for maintaining environmental conditions of server rooms and network wiring closets including conditioned electric power, Uninterruptible Power Supplies (UPS), air conditioning, fire suppression and physical security monitoring.

Establishing and following server operating system security patch management process, ensuring it is applied in a timely fashion and adhering to proper testing controls with development, Acceptance Testing (AT) and production environments.

Provide substantiated assurance of a secure infrastructure on an annual basis by the execution of third party security penetration assessments, recertification the American Institute of Certified Public Accountants (AICPA) Trusted Services Principles and Criteria (SysTrust), and responding to the Office of the Audit General (OAG) general controls review.

Ensuring that a robust backup and restore methodology is in place for the safe keeping of Energy's business applications and data both onsite and offsite.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

This position requires a broad spectrum of knowledge and experience of Information Management and Technology and the many facets of the related IM&T industry. This includes:

- Extensive management experience with demonstrated leadership within a service oriented organization.
- Proven, increasing progressive experience in supervising, leading and managing a team of IT professionals.
- Effective communications skills including written, presentation, verbal and non-verbal.
- In depth knowledge in information technology, products and services.
- Extensive knowledge of current and future industry trends in IT services, products and technology.

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- A broad experience in providing IM&T delivery and support services including Help Desk, PC desktop support, network, distributed, midrange and mainframe server support.
- Understanding of the application development lifecycle and supporting infrastructure.
- Extensive experience in security management practices, policies and procedures.
- Understanding of project management methodologies and experience in managing large IT projects.
- Understanding of the Government's budgeting, financial and expenditure policies and procedures including asset management.
- Experience in managing professional service contracts and creating Request For Proposals (RFPs).
- Understanding of department business and planning process.

A related university degree supplemented by six years progressively responsible managerial experience in a large IT environment. Training in a variety of IT related disciplines such as ITIL.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

This position is accountable for the successful operation of a section within the IT Branch including organizing the section's activities by providing direction to staff on IM&T service delivery and support. Specific leadership and coordination skills include:

- Proficiency in team building, leadership and human resource management including coaching, training and mentoring.
- The ability to build and maintain good working relationships with all clients, colleagues and stakeholders.
- Expertise in short and long term planning (resourcing, technology and budget) and the ability to recognize opportunities and alternatives.
- Superior planning and organizational skills in prioritizing, designing, scheduling, and monitoring concurrent projects.
- Proactively identify, manage and mitigate risks associated with projects, using risk management techniques and contingency plans and other quality assurance methods.
- Must be able to manage stress in an environment with high expectations, tight deadlines, limited budgets and changing priorities.
- Must demonstrate problem solving techniques including multi-tasking, managing priorities and conflict resolution, complemented with project planning principles.

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- Extensive analytical, problem solving, organizational and evaluation skills and the ability to make and influence decisions that impact the organization are required.
- The ability to accept responsibility, accountability and a good sense of judgement is required along with flexibility and the ability to plan and adjust to changing needs, priorities and direction.
- The ability to conceptualize complex, corporate wide problems, analyze and develop innovative, alternative solutions and integrate conceptual and practical experiences in the problem solving process is essential.
- Must be able to research best practice methods, standards and techniques from recognized standards organizations and make recommendations on their implementation in the Department with an emphasis on continuous improvement.
- A thorough understanding of the corporate business plans, goals, objectives, strategies and priorities, along with the knowledge of any and all business process change methodologies within and outside of the organization for "best practice" adherence and implementation is needed.
- Must demonstrate advanced methods of researching emerging technology solutions and communicating their potential impact and benefit within Energy.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The challenge of keeping the IM&T infrastructure current with the latest software versions and technologies requires managing change at both a technical and organizational level. This requires the ability to provide a smooth transition related to change without impacting the current IM&T service delivery provided. An IM&T infrastructure that is not keeping current is subject to new security vulnerabilities, increased vendor support costs for aged infrastructure and is much more susceptible to service outages.

Creative and leading edge solutions are frequently required to meet the changing needs and cost effective IT solutions that continue to be developed. An ability to make decisions on what and when to implement new technologies that will have a major impact on the IT Branch budget, manpower resources and consequences to the business delivery of the Department is critical.

This position works with other functional unit senior managers, business managers and cross government IM&T advisory councils to encourage and create alignment with technology directions to meet future demands.

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## Relationships/Contacts

(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
IT Branch Head	Daily	Assist the Branch Head in fulfilling their role by taking responsibility for all facets of the IT Infrastructure Section by delivering IT Infrastructure Services to the Business Unit and Department. Provide advice and expertise in recommending technology solutions that support the IT Operational Plan.
Other IT Sections and PRA	Daily	Liaise with other IT Directors and Team Leads within the Applications, Data Base, Investment Planning and Operations (IPO) and Strategic Planning Sections. Ensure that IT Infrastructure is providing support to these areas and working together using common processes and standards.
CIO	Monthly	Support and provide up to date timely information on IT Service Delivery to the Department, Minister, Deputy Minister and Executive Management.
Department Business Areas	Daily	Main recipients of IT Infrastructure services, provide assistance and communicate ways to efficiently utilize software and hardware that is delivered.
Finance	Weekly	Provide budget related information in order for Finance to meet their mandate.

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		Understand and seek clarity when necessary on budget related activities such as purchasing.
Accommodations	Monthly	Accommodations are a main contact point for the specialized IT facilities that are required, such as environmentally controlled server rooms.
<b>External</b>		
Service Alberta and other Government Agencies.	Weekly	Share IT knowledge and best practices within the Government of Alberta. Align with GoA Enterprise standards that meet the needs of the Department. Partner in Enterprise group licensing agreements that allow the government opportunity to lower costs. Utilize bulk buy purchasing and issue Request For Quote (RFQ) by utilizing the services of the Service Alberta Purchasing Branch.
IT Vendor Community	Daily	Foster strong relationships with IT business community in order to exchange insight into technology solutions and requirements within the Department.
Industry Stakeholders	Annually	Communicate process and controls in place to ensure the integrity and security of departmental data.
Auditor General	Annually	Demonstrate proper IT controls, accountabilities, procedures and standards to meet Auditor General requirements.

## Impact and Magnitude of Job (Scope)

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**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

The IT infrastructure is housed in four major data centres located in Edmonton and Calgary. These secure and environmentally controlled server rooms contain approximately 250 Windows, Unix and VMS servers, five large Storage Area Networks (SANs) (over 130 Terabytes of data), three large Virtual Tape Libraries (VTLs) and two large Data Archive appliances. A complex and secure computer network interconnects these facilities to the Department's computer desktops, other departments and the Internet. A technical team of 32 full time staff, including contractors, are required to support, maintain and ensure the successful service delivery of this complex IM&T environment.

The position must ensure the stability of the real time IM&T operations to support the Department's approximate 800 staff in their day to day use and includes supporting the Minister's Office.

This position ensures efficient, effective, and responsive delivery of IT services and support without disruption to mission critical applications. This mission critical supporting infrastructure is essential to the 24/7 hour operations of Energy's business mandate to assess, levy and collect provincial revenues of approximately \$12 billion dollars (2009). The private sector Energy Industry directly interfaces with these applications and help desk support is provided to Industry by this section. Some of the business applications that rely upon this infrastructure have legislative mandates for delivery to the Energy Industry. Any disruption in service has the potential for the Ministry to not meet its legislative mandates.

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# MJEP

## Benchmark Evaluation - M420-42

### Identification Section

<b>Working Title:</b>	Branch Head, Competitiveness and Risk Management
<b>Ministry:</b>	Agriculture and Forestry
<b>Division, Branch/Unit:</b>	Industry Development
<b>Reports To:</b>	Director, Commercialization
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-42
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

[Organization Chart A](#)

[Organization Chart B](#)

(requires login)

### Job Summary

The Industry Development Sector (IDS) is focused on enabling the growth of a globally competitive sustainable agriculture and food industry through value added processing development, business development, applied research and technology transfer. The Competitiveness branch includes working with Agri-Business and Industry going through the commercialization process to increase their business success rate. The Staff work with individual companies and industry groups to provide technical expertise and coaching in areas of marketing, business finance, human resources, value chains, taxation, investment vehicles, and lean manufacturing. The Division is comprised of 3 Business Units – Ag-Industry Commercialization; Business Commercialization and Competitiveness and Risk Management.

The Branch Head, Competitiveness and Risk Management manages a team of experts combining business knowledge with technical expertise to guide clients to maximize profits and growth working with affiliated associations (eg. Pork Producers) to capitalize on market opportunities for small businesses, open doors to new markets by determining needs and providing grants furthering the mandate of the ministry to grow and sustain the agriculture and food industry.

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The Branch monitors needs and through the provision and monitoring of grants are a catalyst the growth.

## Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 43% 175	E2P 200	775

Short Profile: A1

## Evaluation Rationale

- **Know-How:**
  - **F:** Strong, broad knowledge of the agriculture and food industry together with deep specialized knowledge of business and understanding of macro-economics applied to agricultural industries. Role possesses technical expertise of the principles and practices of the agricultural industry and Ministry's goals and applies in the development and implementation of operational strategies.
  - **II:** Providing significant functional leadership, integration and coordination to a large and diverse group of senior technical advisor (e.g. business – taxation, risk, business management; industry specific – beef, horses, cereal and fund administration).
  - **3:** Interacts with Branch Heads, divisional leadership team, director, ADM, growth Secretariat and key industry partners and stakeholders to facilitate planning, collaboration and commitment to operational strategies to facilitate industry growth. Ensures through leading, coaching, mentoring, motivating, controlling and directing the work of the Branch that staff have the competencies, resources and skills to meet the operational needs and deliverables.
- **Problem Solving:**
  - Problem solving is assisted by the ministry and industry strategies, goals and practices. Position works in a matrix structure and deals with a diverse range of competitive industry demands, using innovative solutions to ensure growth in the industry through others and that the grants are used to enhance and add value to this mandate. Role works collaboratively with outside partner industry agencies to resolve complex issues on deliverables to ensure projects align with needs.
  - For example a current issue involves an ag-industry that is represented by several groups - one side is operational and the other policy. They share common goals but do not work well together which prevents achieving goals. The Branch Head recognizes this and is putting together a team to assist. This involves deciding who should be involved in mediation as well as role clarification. Another example is the limited financial resources the position has that need to be spread among a list of projects. The issue is getting resources from other parties (industry, federal, other provincial agencies, etc.), and ensuring that staff have access to these funds in a coordinated fashion.
- **Accountability:**

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- **E:** Divisional and Branch operational plans, priorities and goals provide guidance. Industry needs also provide parameters for the role. Allocation of grant monies are subject to budgetary limitations.
  - **2:** Work of the branch is externally focused to supporting the agri-industry and the development of new business provincial wide and in all sectors of agriculture furthering the growth of Industry and supporting the mandate of the Ministry.
  - **P:** As branch head, position has primary control over the activities and resources necessary to achieve results.
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**Last Reviewed:**

Last Review / Update: 2016-03-11

# MJEP Benchmark

## Job Description - M420-42

### Identification Section

<b>Working Title:</b>	Branch Head, Competitiveness and Risk Management
<b>Ministry:</b>	Agriculture and Forestry
<b>Division, Branch/Unit:</b>	Industry Development
<b>Reports To:</b>	Director, Commercialization
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Branch Head is a member of the Agriculture Industry Development and Diversification Division (AD&D) leadership team, as well as the Industry Development Sector (IDS) Branch Head Team. The Branch Head provides support, coaches and mentors all staff within the branch. He/she assists staff in defining their individual business plan and aligns strategies with the department's Growth Strategy Themes and strategic priorities. This leadership position builds and supports staff development within the branch and creates an environment for continual learning and staff achievement.

Client service and a strong project management focus toward achieving results will be required for this demanding position. External to the branch, the incumbent is expected to support and contribute to the IDS Branch Head Team in building a strong sector and industry.

The Branch Head builds partnerships and contributes to the strategic direction of the division, consistent with the department's Growth Strategy and theme priorities, as well as the needs of the industry. Branch Heads are accountable to the Theme Leads, Division director, and IDS Assistant Deputy Minister.

Main responsibilities of the position include:

- Lead, mentor and coach staff to deliver on defined project outcomes.

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- Ensure capabilities, competencies, resources and flexibility of staff to meet deliverables.
- Build partnerships, both internally and externally that ensures the work of the branch is coordinated across the division and integrated with the themes, other divisions, sectors, ministries and industry partners.
- Provide operational leadership related to branch expenditures.
- In partnership with division leadership and theme leadership, establish direction, priorities and goals consistent with the department Business Plan and Growth Strategy. Assists AD&D leadership team to accomplish same at division level.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

- 1. Full operational responsibility for the branch, including budget monitoring and forecasting and human resource management.**

**This is achieved by:**

Ongoing budget monitoring/forecasting.

Working in collaboration with project and theme leaders, defining scope of branch staff involvement in project deliverables and work plan focus and outcomes.

Ensuring capabilities, competencies and flexibility of staff to meet the needs of the Growth Strategy theme priorities.

Building technical competence of staff through career development strategies.

- 2. Establish branch direction, priorities and goals consistent with the division, themes and department Business Plan and Growth Strategy.**

**This is achieved by:**

Participating in the annual strategic and operational plan development and implementation of Growth Strategy priorities.

Actively participating as a member of the IDS Branch Head Team to take a coordinated approach on identifying and resolving key operational and strategic issues impacting IDS and Growth Strategy and/or make recommendations to the IDS Leaders Table on the strategic direction needed to resolve issues.

- 3. Ensure coordination and partner involvement in key project deliverables that branch staff is involved in.**

**This is achieved by:**

Building partnerships, both internally and externally to ensure the work of branch staff is coordinated and integrated with the themes.

Regularly meeting with project managers and theme leaders to resolve outstanding issues and seek win-win solutions related to branch staff.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

- A University degree is required, and three years of leadership experience, including accountability for delivery of results by influencing others and obtaining resources for a project or initiative.
- Strong business focus and understanding of macro-economics as applied to agriculture industries.
- Indepth knowledge of the agriculture and food industry.
- Experience overseeing human, fiscal, information and program resources in meeting business plan objectives.
- Strong leadership, strategic thinking and creativity in problem solving abilities.
- Excellent communication, team building and change management skills.
- Demonstrated ability to coach and mentor staff.
- Ability to build partnerships and form meaningful networks with the primary and processing agriculture and food industry, research community, and other partners and integrate their needs into business plans.
- Big picture orientation.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

- Leadership of staff and developing partnerships require an indepth knowledge of both the industry and organizational goals. Technical expertise and understanding of principles as they relate to the agriculture and food industry are essential to develop and implement an operational strategy that is realistic and achievable.
- Leadership with key organizations that are partners in the delivery of projects, including the Ag and Food Council, Agriculture Research and Extension Council of Alberta, Agriculture Policy Framework - Renewal Chapter, Woodlot Extension Program is provided at a strategic and policy level to support the achievement of Alberta Agriculture and Food's Growth Strategy.
- Know, understand and liaise with multiple stakeholders to deliver 3 separate and distinct 1-5 million dollar programs for Alberta.

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- Coach and lead staff who live and work across Alberta. Comprehend their challenges and opportunities in various primary Agriculture industries.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

- Work collaboratively with internal and external stakeholders while managing complex issues within a matrix structure.
- Apply strategic thinking and results orientation to ensure that the business goals are achieved.
- Identify innovative solutions to complex issues.

Three examples of problem solving:

- HR/Staff Issues - working through a specific issue with a staff member who is dealing with medical issues (legitimate) and is consequently missing a lot of time. There are also personal family issues, which compound the situation. The Branch Head needs to manage this (from a distance) by making sure the work gets done in the absence of the employee, while at the same time keeping the employee engaged in meaningful work when they are there. Often times the most meaningful work is assigned elsewhere because the Branch Head or staff member's teammates are not sure the employee will be there to complete it.
- Industry - a current issue involves an ag-industry that is represented by several groups - one side is more operational and the other side more policy related. They share common goals but do not work well together which gets in the way of achieving goals. The Branch Head recognizes this and is putting together a team to assist. This involves deciding who should be involved in doing some meditation as well as role clarification.
- Finance - limited financial resources with a list of projects that need to be accomplished. The issue is getting resources from other parties - industry, federal, other provincial agencies, etc. and ensuring that staff have access to these funds in a coordinated fashion. Need to meet everyone's goals.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
Internal to our Ministry		

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Division Staff	Daily	Leadership, work planning and evaluation, coaching and problem-solving support to staff in the division.
Division Leadership Team	Daily / Weekly	Ongoing communication and direction setting.
IDS Branch Heads	Weekly	Communication, planning and collaboration on operational direction for IDS.
Assistant Deputy Minister	Monthly	Communication on sector issues.
HR and Finance	Weekly	Policies and procedures.
Growth Secretariat, Theme Leads	Weekly	Communication and collaboration on operational and strategic direction for branch staff.
Project Leads	Monthly	Communication regarding staff progress on deliverables.
<b>External to our Ministry</b>		
Key Industry Partners	Monthly	Communication and collaboration and obtaining cooperation and commitment.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

- All projects and key pieces of work must align with staff client and stakeholders needs.
- Position operationalizes ministry strategies into actions that staff delivers on to meet ministry goals.
- Commercialize research and development opportunities to the primary Agriculture industry. Example:
- Specialized processed Timothy hay for Japanese market.
- Specialized malt, barley production for Japanese brewery.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M420-43

### Identification Section

<b>Working Title:</b>	Branch Head, Inspection and Investigations Branch
<b>Ministry:</b>	Agriculture and Forestry
<b>Division, Branch/Unit:</b>	Environmental and Food Safety Sector
<b>Reports To:</b>	Director, Regulatory Services Division (EM 1)
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-43
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

[Organization Chart A](#)

[Organization Chart B](#)

(requires login)

### Job Summary

Reporting to the Director Regulatory Services Division, the position is responsible for the overall operation of the Inspection and Investigations Branch. The branch is responsible for inspection (Dairy Inspection Program, Diversified Livestock Inspection Program, Feeder Associations Inspection Program), investigation and legislative compliance/enforcement for 11 acts and 14 regulations, which govern meat inspection, animal husbandry, market access, pest control and facility operations. The position oversees the delivery of these regulatory services within the province and is responsible for 20 staff and a \$2 million budget.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 43% 175	E2P 200	775

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Short Profile:

A1

## Evaluation Rationale

### Know-How:

- **F:** The position requires extensive and broad knowledge of the Alberta livestock industry, meat and dairy processing, and the legislation and regulations governing these industries (11 acts and 14 regulations). The position also requires practical knowledge of government and departmental financial and human resource policies, and strategic planning and implementation.
- **II:** The position is responsible for inspection, licensing, investigation, audit assurance and enforcement of 24 acts and regulations, which govern meat inspection, animal husbandry, market access, pest control and facility operations within the Alberta livestock industry (meat and dairy). The position guides several important responsibilities across several groups. The position also provides strategic leadership to the branch, including legislative reviews, and develops relationships with a variety of stakeholders.
- **3:** The position requires the highest level of human relations skills to understand, influence and motivate internal and external stakeholders to gain their cooperation and commitment. The position works with other divisions (Food Safety) and sectors (Industry Development) within the ministry as well as external agencies (Regional Health Authorities, CFIA, CCIA, SPCA) to address industry issues such as food safety, animal welfare and disease control initiatives, and loan guarantees. The position also supervises 20 professional and administrative staff.

### Problem Solving:

- The position works within a variety of legislation and regulations to guide regulatory services for the division. Within this framework, the position oversees the delivery of regulatory services, and develops strategies, initiatives and programs that support the sustainable development of an environmentally sound, economically viable and socially acceptable livestock industry in Alberta. Input into the political, policy and regulatory processes help form the framework and infrastructure that the industry operates and competes.

### Accountability:

- **E:** Reporting to the Director Regulatory Services Division, the position operationalizes division and branch operational plans by allocating and managing staff, finances, facilities and equipment to met program objectives. The position also has input into the political, policy and regulatory processes that help form the framework and infrastructure that the industry operates and competes.
- **2:** Within the livestock industry, through efficient inspection, licensing, investigation, audit assurance and enforcement of laws and regulations the position ensures food safety, control of livestock and pest infestations, and disease prevention. Results of the position directly impact livestock producers and facility operators.
- **P:** The position has controlling impact, providing regulatory services (inspection, investigation and legislative compliance/enforcement) within Alberta's livestock industry.

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### Last Reviewed:

Lasst Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M420-43

### Identification Section

<b>Working Title:</b>	Branch Head, Inspection and Investigation Branch
<b>Ministry:</b>	Agriculture and Forestry
<b>Division, Branch/Unit:</b>	Regulatory Services Division
<b>Reports To:</b>	Director, Regulatory Services Division (EM 1)
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Director, Regulatory Services Division, the position is responsible for the division's regulatory services (which includes inspection, investigation, and legislative compliance), and for managing agreements and memorandums of understanding. The position provides leadership as part of the Division Management Team. It provides strategic leadership in developing vision, strategies, and capacity within the branch and building relationships and linkages with other parts of the division, department, other governments, clients and other stakeholders.

The Branch contributes to the security and safety of the animal and food systems by providing effective and efficient inspection, licensing, investigation, audit assurance and enforcement of laws and regulations governing meat inspection, animal husbandry, market access, pest control, and facility operations. The impact is the assurance of food safety, control of livestock, control against pest infestation and the prevention of disease.

The Branch is accountable for a large portion of the regulatory services of the Division, with authority over the following Acts and Regulations:

Agricultural Pests Act

Pest and Nuisance Control Regulation

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Animal Keepers Act

Dairy Act

Dairy Industry Regulation

Feeders' Association Guarantee Act

Fisheries (Alberta) Act

Fisheries (Ministerial) Regulation

General Fisheries (Alberta) Regulation

Fur Farms Act

Fur Farms Regulation

Line Fence Act

Livestock and Livestock Products Act

Purchase and sale of Eggs and Processed Egg Regulation

Livestock Diseases Act

Destruction and disposal of Dead animals Regulation

Livestock Market and Livestock Assembling Station Regulation

Production Animal Medicine Regulation

Livestock Industry Diversification Act

Meat Inspection Act

Meat Inspection Regulation

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

- 1. Inspection, investigation, audit, enforcement, and delegation agreements are delivered efficiently and effectively on a consistent basis across Alberta, as part of an integrated compliance strategy:**

The Inspection/Investigation Branch services are related to information, education and other programs that strive for continuous improvement and to provide consistent service to regulated entities, and assurance to the general public. Branch Operational Plan and unit/individual plans are developed and implemented to contribute to the realization of the Division Operational Plan strategies.

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Coherent and consistent regulatory delivery through cooperation with federal and other provincial governments to meet the needs and expectations of Albertans.

Results in industry operation that minimizes health, pest and regulation concerns, maximizes trade access and provides quality assurance to Alberta consumers and interested parties.

**2. The Branch's work is directed effectively by:**

Providing leadership, coaching, mentoring, strategic direction and management to approximately 25 staff.

Being accountable for an annual budget of approximately \$2 million.

Ensuring staff has the knowledge, skills and resources needed to do their job effectively and with satisfaction. This is done by continually identifying technical and personal development training for staff that will ultimately address industry needs. Performance measurement tools such as interim and annual performance appraisals and staff surveys are used.

Results in the effective use of resources, adherence to ministry policies and procedures, staff that are trained and satisfied in their jobs, and measurement of Branch performance.

**3. Strategic options, policy advice, briefing documents and recommendations are developed and presented to the Director, which involves:**

Scanning the agricultural industry for emerging issues, concerns and sensitive issues.

Developing expertise and knowledge within the Branch to address emerging issues.

Being aware of outside issues or policies that may impact the agriculture industry of Ministry policies, programs or services.

Results in supporting the sustainable development of an environmentally sound, economically viable and socially acceptable livestock industry.

**4. Partnerships and working relationships with a variety of internal and external stakeholders are developed and maintained, which involves:**

Working with other divisions (e.g. Food Safety) and sectors (e.g. Industry Development) to address industry issues of shared interest, such as food safety and animal welfare and disease control initiatives, respectively.

Liaising with external agencies (e.g. CFIA, CCIA, SPCA) and Regional Health Authorities to address industry issues of mutual concern.

Ensuring Branch activities, projects and programs follow a project management process (i.e. identify industry needs; assess priorities; establish cooperators; develop a multi-disciplinary solution; implement and follow through on the communications; and assess results).

Integrating staff and/or other experts into project teams that use a systems approach to developing solutions, information and programs.

Results in effective, broad-based solutions or programs that address industry needs, and sustainable growth.

**5. Reviews and updates of legislation and regulations (e.g. MIA, DIA, LIDA) are initiated, through:**

Facilitating input from a variety of stakeholders and interest groups.

Results in legislation in support of Ministry and Government goals and agencies such as CFIA, CCIA, and LIS in the regulation of Alberta's livestock industry.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Extensive knowledge of the Alberta livestock industry, including its culture, commerce and infrastructure.

Extensive knowledge in meat and dairy processing, and in legislation and regulations governing these industries.

Extensive knowledge in leading and managing people, staff and clients.

Extensive knowledge of government and departmental financial and human resources policies.

Skills required include: superior communication abilities; ability to provide vision and leadership to a diverse group of investigators, inspectors and managers; understanding of motivation and management; sound judgement and problem-solving skills; and knowledge of strategic management and planning process.

The position also requires either, or a combination of:

- A broad range of business knowledge and experience required for overall management of many diverse areas.
- significant or technical experience in a professional area to lead cutting-edge approaches to complex business, or specialized issues.

Essential work experience includes: extensive experience working with the agriculture industry in a governance role; and a minimum of 10 years experience in the supervision of employees and management of people working in a multi-disciplinary

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team. This level of experience is essential to provide the leadership necessary to guide and steer a competitive, market-driver industry. It also brings together the understanding and business skills required to perform in this function.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

This position requires the coordination and organizational efforts of several different department products and services crossing all areas of the department, and externally provides guidance, which significantly affects all or most areas of the Alberta public/private sector.

Examples include:

- The coordination of inter-divisional programs such as: food safety programs (HACCP), animal welfare, disease control and loan guarantees for producers.
- The coordination of intra-divisional activities such as: licensing, inspections and enforcement. This often includes an integrated or systems approach to problems and issues facing the industry. Examples include the delivery and operation of provincial programs, services and initiatives such as inspection programs and enforcement programs.

The development and implementation of an overall internal and external communication plan for the division is also required.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The type of problem solving skills required for this job include: thinking within concepts, determining principles and broad guidelines which meet the organization's goals, many nebulous or unstructured aspects to the environment. An illustration of this includes:

- Reducing expenditures and maintaining safe meat and dairy products for Alberta consumers and supporting the security of loan guarantees for Alberta livestock producers.
- Restructuring the service delivery to abattoirs to include HACCP principles.
- Providing effective enforcement/prevention role in all legislation assigned to the branch.

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- Developing agreements with other agencies (e.g. CFIA, Sustainable Resources) for the delivery of services is conducted with defined objectives but unstructured process/outcomes.

A key purpose of this position is to come up with unique solutions to complex issues. A significant amount of time is spent devising new approaches, techniques and methods. Examples include:

- Problem solving and innovation at the management level. The key is in the development of strategies, initiatives, programs, activities, projects and information, which provide practical, cost-effective and innovative solutions that will ensure sustainable growth of the industry. A sound law enforcement base and extensive knowledge of the industry will ensure creditable services to a variety of stakeholders. The same applies at a management level to ensure the operational aspects of the Branch are accountable, efficient and effective

Assistance available includes:

- Operational and action plans that provide guidelines, priorities and allocate resources.
- Technical and personal development opportunities for staff.
- Consultations with Branch management to develop a personal work plan.
- Division and industry strategies and initiatives.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal to our Ministry</b>		
ADM, Director, Branches and Product Teams	Daily	Sound policy for related operating programs, resolving food safety issues and accurate service delivery information.
<b>External to our Ministry</b>		
Alberta Justice	Daily	Effective and appropriate legislation is in place.
Alberta Health and Wellness	Weekly	The completion of Joint Policy Statement.

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Regional Health Authorities	Weekly	Between Health and AF ongoing liaison to ensure food safety.
Alberta Environment	Monthly	Cooperative efforts on environment protection.
<b>External to the Alberta Government</b>		
Industry	Daily	Providing producers and processors with current technology and safe food systems.
LIS, RCMP, ASPCA	Monthly	Mutually beneficial information sharing and cooperative efforts during the course of various programs.
CFIA	Monthly	Harmonization and cooperative efforts of inspection program.
AMPA	Monthly	Cooperative efforts on safe food systems implemented in provincial facilities.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

This position is guided by broad organizational direction. There is managerial direction of a general nature towards goals. This position has a controlling impact and is accountable for significant activities and resources to achieve results.

Once the division Operational Plan and Branch Operational Plan are established based on industry needs, the position is responsible for the implementation of the plans. This includes the management and allocation of resources (people, funds, budget, facilities, and equipment) to ensure programs, projects, activities and objectives are met.

Typically responsible to the Division director for achieving results spelled out in the Operational Plan and performance agreement. Frequently receives requests from the Director to initiate action or resolve issues. Receives general direction or counseling from the Director by discussing generally in broad terms.

Responsible for the Managers in terms of achieving results, reports, measuring progress, setting priorities, meeting deadlines, adhering to administrative and financial policies and procedures and accountable for actions to the Director.

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Responsible for standards and integrity of information developed by the Branch.

Responsible for the definition of goals, strategies, actions and results of the Branch.

Input into the political, policy, and regulatory processes helps to form the framework and infrastructure in which the industry operates and competes. The decisions and directions taken primarily have impact on livestock producers, facility operators but may also affect all Albertans.

Other departments (SRD, Environment, Health and Wellness) and agencies (CFIA, ASPCA, LIS, RCMP) may be affected by decisions and directions adopted by the Investigation/Inspection Branch.

Last Review / Update: 2016-03-11

# MJEP

## Benchmark Evaluation - M420-44

### Identification Section

<b>Working Title:</b>	Regional Senior Manager, WHS Compliance
<b>Ministry:</b>	Labour
<b>Division, Branch/Unit:</b>	Workplace Investments
<b>Reports To:</b>	Executive Director
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-44
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### [Organization Chart](#)

(requires login)

### Job Summary

The Regional Manager is responsible for planning and ensuring the successful operation of the Workplace Health and Safety (WHS) services within the assigned region. This includes the operational delivery of the occupational health and safety programs, all associated human resource management components, and responsible fiscal management of a 5 to 6 million dollar budget. The position will work with business leaders to identify and resolve emerging health and safety issues, and would also be involved in developing strategic direction for the inspections/investigation of worksites to ensure employers met their minimum obligations for worker health and safety, as outlined in OH&S legislation. This position oversees a regional operational structure consisting of at least 4 Managers of Compliance Programs and an additional 50+ Occupational Health and Safety (OH&S) Officers and administrative staff. The geographical area of responsibility covers approximately half the province and over 60 thousand work sites.

## Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 43% 175	E2P 200	775

Short Profile: A1

## Evaluation Rationale

### Know-How:

- **F:** Extensive knowledge of Occupational Health and Safety Act, Regulation and Code, WHS policies/procedures and best practices are required. Position is the Workplace Health and Safety Compliance expert for the assigned region.
- **II:** Position oversees various compliance programs relating to Targeted Employers, Inspections, Training and Investigations. Position leads internal and external groups to identify, evaluate and implement new inspection strategies to facilitate the reduction of injuries and non-compliance to health and safety standards at Alberta worksites. When developing strategies and solutions, position must be aware of a multitude of stakeholder issues while maintaining a high standard for the worksite safety system.
- **3:** High-level HR skills are required in order to motivate a large group of internal staff and work with external stakeholders such as employers, association groups and union leaders to identify and resolve emerging health and safety issues. Many decisions made by the position have a long-term strategic focus.

### Problem Solving:

- This position would be involved in developing strategic direction for the inspections/investigation of worksites to ensure employers meet their minimum obligations for worker health and safety, as outlined in OH&S legislation. This position will come across variable situations requiring developmental thinking, such as resolving complex health and safety challenges, effectively dealing with highly publicized cases, and managing media relations. Position also addresses varied stakeholder interests relating to serious issues such as fatalities, inspections and prosecutions.

### Accountability:

- **E:** Direction from the Executive Director is broadly defined, with focus on achievement of specified results. Position is guided by GOA/Department goals and objectives relevant to OH&S compliance.
- **2:** Overall responsibility for the quality completion of approximately 7000 worksite inspections focused on both target program initiatives and external originating health and safety complaints. The geographical area of responsibility covers approximately half the province and over 60 thousand work sites.
- **P:** This position has primary/controlling impact as it is accountable for the delivery of the OH&S Compliance Program and the management of human, budgetary and program resources for a region.



# MJEP Benchmark

## Job Description - M420-44

### Identification Section

<b>Working Title:</b>	Regional Senior Manager, WHS Compliance
<b>Ministry:</b>	Labour
<b>Division, Branch/Unit:</b>	Workplace Investments
<b>Reports To:</b>	Executive Director
<b>Levels to D.M.:</b>	3

### [Organization Chart](#)

(requires login)

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Regional Senior Manager - WHS Compliance is responsible for planning and ensuring the successful operation of the WHS services within the respective WHS and ES Compliance Branch regions. The Regional Senior Manager is responsible for delivery of the occupational health and safety operational programs outlined in the branch plan; all associated human resource management components of effective delivery of those programs and responsible fiscal management of a 5 to 6 million dollar budget. The Regional Senior Manager - WHS Compliance oversees a regional operational structure consisting of at least 4 Managers of Compliance Programs, an Office Manager and an additional 50+ Occupational Health and Safety (OHS) Officers and administrative staff. The geographical area of responsibility covers approximately half the province and over 60 thousand work sites. The incumbent is responsible for developing strategic direction for inspections/investigation of worksites to ensure employers meet their minimum obligations for worker health and safety outlined in the OHS legislation.

The incumbent will be required to initiate, develop and cultivate productive external business relationships with employers, association groups, union leaders and other vested parties. This process will involve active promotion of effective health and safety management systems at the corporate level, and engaging in productive discussion of issues pertaining to OHS

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legislation with key corporate decision makers of companies. The incumbent will work with business leaders to identify and resolve emerging health and safety issues. The incumbent, as a key contribution in the role, will work to improve safe work practices and promote a high profile for health and safety within Alberta corporations. The incumbent will be required to represent the Workplace Investments Division and the WHS Compliance Branch to present key messages regarding health and safety issues.

The Regional Senior Manager - WHS Compliance is a member of the WHS and ES Compliance Branch management team and reports to the Executive Director.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

### Planning

Provide strategic regional operational direction at the provincial level into the establishment of priorities, goals and program initiatives.

Accountable to set regional operational direction and manage ongoing aspects of operations and planning at a regional level. Use balanced judgement to determine adjustments to strategic direction and shifts in focus of field activity to meet external demands.

Accountable for the 3-year business plan development, and recommendations to the Executive Director on issues pertaining directly to the capacity to succeed in the present and future economy of Alberta.

Monitors ongoing progress, and evaluates the business plan outcomes to ensure objectives are being met.

### Program Delivery

Responsible for the overall delivery of WHS programs within the specific region.

Accountable to ensure the overall proactive and reactive inspection programs are adequately resourced and yearly targets are met.

Accountable to ensure development, implementation and evaluation of performance measures, compliance monitoring activities and quality assurance standards within the region. Ensure consistent application of operating procedures between the two provincial areas.

Directs the strategic development, evaluation and enhancement of business operations and system supports to ensure effective health and safety compliance inspections and investigations.

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Accountable for the delivery of quality investigation reports and for all recommendations forwarded to Alberta Justice regarding regional serious and fatal investigation process. Provide input into prosecution analysis. Provides input and vets content for Ministerial briefing notes prepared by Managers and others in the branch.

Provincial communication regarding information on potentially volatile or contentious issues upward, laterally and between branches of the division.

Through effective communication and leadership coach and support the Managers of Compliance Programs, in issue resolution processes. Facilitate productive discussions to this end and mediate challenging or conflict laden issues with clients, officers and other internal/external stakeholders.

### **Leadership and Team Development**

Plan, direct and review ongoing operational strategy for fulfilling the operational business plan.

Delegate specific components of business plan to the Managers of Compliance Programs within the region and provide direction, coaching and collaborative perspective to implementation strategies.

Provide regional strategic leadership to the application and interpretation of relevant statutes and policies.

Using personal leadership competencies and communication techniques ensure goals and objectives are clearly and actively communicated throughout the team.

Assess capacities within the management team, identify gaps and implement plans to further develop skills, competencies of the team. Provide coaching, encouragement, constructive feedback and leadership support.

Ensure opportunity for Managers of Compliance Programs develop and hone their competencies.

### **Resource Management**

As a member of the WHS and ES Compliance Branch, Senior Management team, provide input into the allocation of resources at a provincial level.

Accountable for all WHS Compliance regional human, budgetary and program resources allocated to the region.

Collaborate and coach regional Managers of Compliance Programs to build effective, responsible budgeting processes for the work units and program areas. Focus on the assessment of variances within the budget and opportunities for optimal management of resources/supplies.

Overall accountability for the attraction and acquisition of regional talent. Adjust recruiting strategy to maintain a competitive pace with both the economy, and regional disparities within the region.

Liaise with human resources department for EII to keep them apprised of regional recruiting challenges and opportunities.

### **External Relationship Development**

Cultivate positive productive relationships geared to increase internal responsibility for health and safety management of Working Albertans building with employers, safety associations, unions, worker and employers associations to further the health and safety systems at Alberta work sites.

Represent the Division on department and industry committees. Provide the presence and profile as a senior manager of the branch with external stakeholders and safety associations.

Promote the importance of developing and endorsing strong health and safety cultures within Alberta business organizations. Discuss issues of emerging concern or interest with stakeholders and works in partnership with these groups to achieve highest level of safety in Alberta workplaces.

Engage in intra departmental collaborative efforts geared at improving OHS Code and Regulations, and addresses queries and issues forwarded by external groups in this regard. Communicates department decision and related legislation to clients on specific concerns and on broader legislative issues.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

- Knowledge of *Occupational Health and Safety Act*, Regulation and Code, WHS policies/procedures and best practices.
- Business planning, implementation and evaluation.
- Human resource management.
- Delivery of quality and cost effective services.
- Leadership and management skills.
- Budget and contract management.
- Effective project management.
- Exceptional communication and relationship skills.
- Able to maintain effective working relationships and partnerships.
- Team building and negotiation skills.
- Able to set a vision for plus fifty WHS inspectorate staff and ensure delivery of proactive and reactive compliance programs.
- Ability to interact with a variety of external and internal clients.
- Strong negotiation, mediation and conflict resolution skills.

Post secondary education (degree or diploma) supplemented by extensive related management experience preferably within a regulatory compliance organization. Experience in providing leadership to a diverse group of staff; evaluating the success of program or service delivery; leading work teams involving external stakeholders. Strong leadership skills are required as well as an ability to establish and maintain effective working relationships with stakeholders. Must be able to respond to emerging business issues, identify opportunities for improving program administration and hold staff and other stakeholders accountable for achieving results.

## Leadership and Business Know-How

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**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The incumbent provides leadership and direction to 50+ regional staff within WHS and ES Compliance. The incumbent is required to define objectives and strategies to meet regional WHS inspection/investigation requirements and organizational goals and objectives. Accountable to manage a large operation within responsible financial allocated budget using balanced judgement, effective planning practices and principles and recognizing future expected operational expenses. Responsible to ensure effective and efficient operation, achieving objectives within budget of approximately 5 million including manpower, supplies/services as well as external contracts. Overall responsibility for the quality completion of approximately 7000 worksite inspections focused on both target program initiatives and external originating health and safety complaints. Provide leadership in both internal and external working groups to identify, evaluate and implement new inspection strategies to facilitate the reduction of injuries and non-compliance to health and safety standards at Alberta worksites. Establish regional operational structure and processes for continuous improvement. Manages the orderly implementation of inspection/investigation program changes. Generate and foster creative new solutions and approaches to WHS inspection/investigation issues. Develop and maintain strong relationships, trust and establish credibility with internal clients (policy and standards, partnerships, workplace improvement, etc.) and external (employers, associations, unions, professional organizations, etc.) stakeholders.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Allocate resources efficiently within the WHS Compliance region. The incumbent leads the regional management team to direct approximately fifty inspectorate staff in addressing health and safety at 60,000 plus worksites within the region. Accountable for service quality in respect to Officer intervention and employer compliance to legislated standards in relation to approximately 2,000 health and safety complaints received from workers, unions, competitors, interested public. Responsible for the operational implementation of a focused proactive inspection initiative within the region that results in 3,000 to 4,000 inspections of high hazard/injury worksites (i.e. inspection of the worst Alberta employers whom have twice to ten times the industry injury rates).

The incumbent must be sensitive to stakeholder issues, and use sound judgement in recognizing complex health and safety challenges, the required legislative controls and labour relations issues. Capable of effectively and diplomatically managing to get to the root of a safety related issue ( inspection, serious incident, fatal investigation, prosecution) and address diverse

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views of stakeholders nimbly. Manage the diverse group of stakeholder's requests and demands while still ensuring jurisdictional issues are effectively and appropriately directed. In some cases, vested parties bring opposing views to the table, and in these cases the incumbent is responsible to facilitate productive discussion between stakeholders designed to collaborate in resolution of worksite health and safety issues.

The incumbent must delicately and efficiently deal with highly publicized cases and manage media, legal representatives, public concerns raised , other jurisdictions requirements, family members grief, employer issues and co-workers on site (for example, asbestos contamination at public health facilities or schools) and ensure both legislative compliance component and communication /stakeholder contact is handled with care and professionalism.

Must ensure appropriate information is shared at proper times to keep government officials properly and adequately apprised of emerging issues. Additionally, must demonstrate adaptability and flexibility in the goal of resolving health and safety concerns for workers on site, employers, public and other vested parties.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Compliance Managers	Weekly/Daily	Discuss, provide advice and direction on operational program initiatives and issues.
Regional Business Manager	Weekly/Daily	Discuss, provide advice and direction on regional budget and organizational needs and issues.
Other Senior Managers	Monthly	Discuss branch/division programs and address joint initiatives.
Program Specialists	Monthly	Discuss issues relating to application of the OHS regulations.

Executive Director	Monthly	Review operational program initiatives and issues and obtain advice and recommendation.
HR, Finance, etc.	Monthly	Obtain advice and recommendation.
<b>External</b>		
Alberta Justice	Monthly	Discuss files and advice/recommendation.
Lawyers	Weekly/Daily	Discuss worksite inspection/investigation files.
Provincial/Municipal Departments	Monthly/Weekly	Discuss interdepartmental initiatives and response work.
Elected Officials	Monthly	Discuss worksite inspection/investigations and branch initiatives.
Employer/Worker Associations	Monthly/Weekly	Discuss and present branch/division initiatives and provide advice.
Employers	Weekly/Daily	Discuss worksite inspections/investigations and provide advice.
Workers	Weekly/Daily	Discuss worksite inspection/investigations.
Contractors	Weekly/Daily	Discuss worksite inspection/investigations.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

This position directs the WHS Compliance initiatives for either the north or south regions. Inspection and investigation of worksite health and safety conditions directly relates to well being of all Alberta workers. The scope for the incumbent is to promote and foster at minimum legislatively compliant health and safety practices at worksites by providing leadership/direction/advice to regional staff and external stakeholders. The position impacts government, employee and worker groups, unions and industry in the objective to lower injury and fatality rates for Alberta workers.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M420-45

### Identification Section

<b>Working Title:</b>	Head, Environmental Practices and Livestock Welfare Branch
<b>Ministry:</b>	Agriculture and Forestry
<b>Division, Branch/Unit:</b>	Technical Services Division
<b>Reports To:</b>	Director, Technical Services Division
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-45
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

[Organization Chart A](#)

[Organization Chart B](#)

(requires login)

### Job Summary

The Branch Head is responsible for the assessment, development, implementation and delivery of a broad range of client-focused programs related to agricultural environmental practices and livestock welfare. The purpose is to produce, facilitate or support the production of information and adoption of new technologies or practices based on industry needs and in support of Ministry goals. This position supervises a unique team of professionals and researchers whose responsibility is to develop and manage programs related to environmental, social and livestock welfare issues facing the livestock industry in the province.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 43% 175	E2P 200	775

Short Profile: A1

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## Evaluation Rationale

- **Know-How:**
  - **F:** PUR requires deep knowledge and substantive working experience in the agricultural industry with regard to research, development, commercialization and education. Must also have a sound understanding of scientific processes and principles of research, the development of technology, and management practices.
  - **II:** Position oversees two functionally different work units; Environmental Practices Unit and Livestock Welfare Unit; both are comprised of specialists and researchers.
  - **3:** Position supervises a large compliment of professional staff and leads government / industry initiatives. Must often influence people and develop co-operative partnerships through the consultation process. Position ensures that there is long-term planning and problem resolution for the programs.
- **Problem Solving:**
  - Position works with general direction and a framework set out by the executive. It requires originality and creativity to develop, implement and deliver environmental and livestock programs / solutions to industry. This may come in the form of new technologies, best practices, and research applications for the industry.
- **Accountability:**
  - **E:** Position is 3 levels from the Deputy Minister and therefore receives direction from the executive and works within a defined framework, but has considerable latitude in deciding how to achieve goals.
  - **2:** Results are primarily externally focused to producers / livestock industry, particularly with regard to new technologies, environmental practices and sustainability.
  - **P:** Position has direct and controlling impact over a small and focused program with provincial scope.

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### Last Reviewed:

Last Review / Update: 2016-03-11

# MJEP Benchmark

## Job Description - M420-45

### Identification Section

<b>Working Title:</b>	Head, Environmental Practices and Livestock Welfare Branch
<b>Ministry:</b>	Agriculture and Forestry
<b>Division, Branch/Unit:</b>	Technical Services Division, Environmental Practices and Livestock Welfare Branch
<b>Reports To:</b>	Director, Technical Services Division
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Responsible for the assessment, development, implementation and delivery of a broad range of client focused programs related to agricultural and environmental practices and livestock welfare. The purpose is to produce, facilitate or support the production of information and application or adoption of new technologies or practices based on industry needs and in support of Ministry goals and strategies. The position will supervise a unique team of professionals and researchers whose provincial responsibility is to develop and manage projects and programs related to environment, social and livestock welfare issues facing the livestock industry.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

1. **As a result of effective planning processes and high quality/innovative services (research, development, extension and regulation) there is an adoption of new technologies and management practices that increase**

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**efficiencies, reduce costs, enhances livestock welfare, sustains industry growth and improves environmental stewardship.**

Responsible for developing information, technologies, legislation and management practices that address current industry issues within the boundaries of the Ministry's Business Plan and Division's Operational Plan.

Conduct environmental scans, industry and stakeholder consultations and strategic thinking to implement effective programs and meet program objectives.

**2. Establishment of a wide range of partnerships with industry, other agencies, research organizations and educational institutions to leverage resources and address industry issues of mutual concern.**

Ensure Branch activities, projects and programs follow a project management process i.e. identify industry needs, assess priorities, establish co-operators, develop a multidisciplinary solution, implement, follow through on communications and assess results.

Promote the branch and its programs.

Strengthening relationships internally and externally.

Facilitation of discussion and development of strategic operational plans with partners.

**3. Ensure staff has the knowledge, skills and resources needed to do their job effectively and with satisfaction.**

Identify on-going technical and personal development training in line with core competencies and technical expertise required to address industry needs.

Interim and annual performance appraisals.

Coordinate work of teams and units across the Division and Sector to foster integration.

Measure actual results achieved.

**4. Clients are satisfied with our services, information and performance.**

Ensure activities, projects and programs address industry needs.

Scan industry for level of adoption, level of program activity, feedback, growth and viability.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Professional degree in agricultural science, applied science, rural science, environmental science or similar discipline area relevant to the position from an accredited university would be essential.

Advanced training at a management or agriculture related field would be highly recommended.

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Minimum of 10 years experience working with the agriculture industry in a research, development, commercialization, extension or education role.

Minimum of 5 years experience in the supervision of employees, management of people or working in a multidisciplinary team.

Professional status in the Province of Alberta with experience in supervising other professionals.

Application of agricultural and environmental principles to agricultural production systems.

Sound understanding of the scientific process, principles of research and development of technology and management practices, their application to a wide client base (producers, industry associations, other researchers) and management principles.

Knowledge of the Canadian livestock industry is basic to the job.

Significant experience working in partnership, cooperative and collaborative agreements.

In-depth knowledge of current legislation and it's application to the livestock industry (Animal Protection Act and Agricultural Operations Practices Act).

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Coordination of the research, development, evaluation, demonstration and information programs among the two work units within the Branch (Environmental Practices and Livestock Welfare). Units are responsible for providing expertise, information and programs within the Ministry and to the province in the areas of best environmental and welfare practices related to livestock production. Often includes an integrated or systems approach to problems and issues facing the industry.

Lead and coordinate special industry or government initiatives.

Ensure activities and resources are coordinated among the various teams and roles within the Branch. (i.e. Livestock Welfare Research Team, Technology Transfer, Legislation Development, Air Quality and Nutrient Management).

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Lead public and staff consultation process that involves needs assessments, facilitation, gathering and analyzing input, preparing reports, making recommendations for action, implementing actions and measuring results.

Ensuring activities and plans of the units are integrated and in line with the Division Operation Plan and Ministry Plan.

Demonstrated leadership skills that inspire innovation, creativity and teamwork.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Problem solving is on two levels: technical and management. From a technical level originality and creativity will be required in the development, implementation, and delivery of environmental and livestock welfare programs and solutions facing the livestock industry. This is done directly or indirectly through the unit leaders. The key is development of programs, activities, projects, and information that provide environmentally friendly, practical, cost effective and innovative solutions that will ensure sustainable growth of the industry. A sound technical base and practical knowledge of the industry will ensure credible technologies, practices and information to a variety of clients in a variety of mediums. The same applies at a management level to ensure the operational aspects of the branch are accountable, efficient and effective.

Guide, train, mentor, and assess the performance of Branch Unit Leaders and other technical staff as required to ensure they or their units achieve their action plans in support of the Division Operational Plan.

Ensure units and staff have the resources and training to do their job. Explore, develop and leverage new resources and partnerships toward this end.

Approach issues and problems from systems point of view. Develop strategies and plans to address future industry needs, new areas of expertise and constantly changing staffing and budget requirements.

On a technical level provide input in specific projects with the result being new technologies, applications and research applications that are outside normal practices.

Ensure the work of the Branch meets Ministry and professional standards.

Assistance available:

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- Business, operational and action plans that provides guidelines, priorities, and allocates resources.
- Staff technical and personal development opportunities.
- Personal work plan done in consultation with Director.
- Provincial government and industry strategies and initiatives.

## Relationships/Contacts

(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Branch Unit Leaders and Specialists	Daily to Weekly	Coordination of activities, resources, and information.
EF&S Branch Heads and Specialists	Weekly	Coordination of activities and information.
Technical Services Director and other TSD staff	Twice weekly	Update/receive direction, discuss issues, decisions, actions, coordination and planning.
Human Resource Consultant	Weekly	Consultations on HR/personal issues.
Finance	Quarterly	Consultation and guidance, reporting.
ADM, DM, Minister	As required	Briefing materials.
<b>External</b>		
NRCB	Weekly	Technical assistance, information, legislation.
Alberta Municipalities	Weekly	Technical assistance, information and coordination.
Alberta Environment	Weekly	Technical assistance, information and coordination.
Alberta SPCA	Weekly	Contract management, information and legislation.
Universities/Colleges	Weekly	research and information coordination.

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Producers, industry/producer groups	Weekly	Producer awareness and understanding of responsible development and management of livestock operations and livestock welfare.
Agriculture and Agri-food Canada	Weekly	Research and information coordination

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

Once the Ministry Business Plan and Divisional Operation Plan are established based on industry needs, the position has minimal supervision in the development and implementation of branch action plans. Includes the management and allocation of resources (people, funds, budget, facilities, and equipment) to ensure programs, projects, activities and objectives are met.

Responsible for standards and integrity of information or technologies developed by the Branch.

Responsible for the Unit Leaders, and hence units, in terms of achieving results, reports, measuring progress, setting priorities, meeting deadlines, adhering to administrative and financial policies/procedures and accountable for actions to the Director.

All activities are team or partnership effort. As a result, the magnitude and the impact depends on the issue, service and makeup of the team. The results may be far reaching and have a direct impact on the industry through the adoption of a new technology or management practice, sustainable growth or better environmental stewardship. Impact may be at a research, development, commercialization, industry support or producer level. Ability to impact, motivate, make changes and influence practices can be significant.

Work may also impact or provide support to other branches, divisions, Ministry staff, agencies, institutions, associations and partners as it relates to research and technology development in the Environmental Practices and Livestock Welfare area.

Work may also have an impact at a Division level as far as making recommendations, implementing actions, designing roles, setting priorities and direction and assigning responsibilities.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M420-27

### Identification Section

<b>Working Title:</b>	Area Manager, Human Resources and Employment
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Delivery Services, Central Region
<b>Reports To:</b>	Regional Director, Central Region
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-27
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Regional Director-Central Region the position has responsibility for ensuring the effective and efficient delivery of Alberta Works programs within a large geographical area in the Central region of the province. Alberta Works programs include a wide array of income, career, employment and training programs and services.

Responsibilities include: leadership; delivery of programs and services within departmental regulations, program policies, procedures and allocated budgets; development, allocation and management of human and financial resources; and the development of partnerships with varied communities and stakeholders.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 43% 175	E2P 200	775

Short Profile: A1

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## Evaluation Rationale

- **Know-How:**

- **F:** Position requires extensive knowledge and skill in the delivery of income, career, employment and training programs to a diverse population. As well, extensive knowledge of issues and practices and knowledge of appropriate Acts, Regulations and Policies, Programs and Services provided by H.R.&E. is required.
- **II:** Manages and unites the diverse program activities of over 60 staff at several work sites into an integrated delivery system.
- **3:** Position requires a high level of HR skills to lead, influence and coordinate multiple worksites. Regular and ongoing interaction with regional management team, supervisors, contract services, program specialists, other ministries and community organizations is required for issue resolution, planning and resource development.

- **Problem Solving:**

- The thinking environment is guided by the objectives inherent in the service delivery model to provide income, employment and career services to Albertans. Past practices, procedures and guidance is available to assist in the problem solving.

The thinking challenge is characterized by analytical and evaluative thinking to achieve assimilation of all programs into one delivery system. The position works with specific regional demographic needs in development of partnerships and is constantly reviewing the assignment of resources (human and budgetary) to proactively plan for the fluctuations in program demands.

- **Accountability:**

- **E:** The position makes decisions within Delegated Authorities with managerial direction from the Regional Director. The position has authority for allocating resources, and approving worksite plans, goals, objectives and strategies in order to deliver a variety of programs (Income Support, Career Planning and Counseling Services, Training for Work Programs, Work Foundations, Labour Market Partnerships, First Nations Training to Employer Programs Initiatives etc.) that are accessible to diverse stakeholders and support the building of a skilled and productive workforce.
- **2:** Position impacts area staff and a number of urban and rural communities in Central Alberta through the delivery of services focused on building and supporting a productive workforce. The Area Manager represents the Department and its programs to Business and Community members and other stakeholders and by providing input at various levels of government regarding economic development and social issues (housing, transportation, employment and training opportunities).
- **P:** Position is solely accountable for ensuring the effective and efficient delivery of Income, Career and Employment Programs in Red Deer and the surrounding assigned region.

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**Last Reviewed:**

Last Review / Update: 2015-04-13

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# MJEP Benchmark

## Job Description - M420-27

### Identification Section

<b>Working Title:</b>	Area Manager, Human Resources and Employment
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Delivery Services, Central Region
<b>Reports To:</b>	Regional Director, Central Region
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

As part of a regional management team the Area Manager contributes to building Alberta's workforce and to the achievement of the department's business plan goals:

- Alberta has a productive labour force that meets the needs of the economy today and in the future.
- Albertans have the skills, supports and information they need to succeed in the labour market.
- Alberta has a fair, safe and healthy work environment.
- Albertans have opportunities to improve their financial situation and attachment to the labour force.

This Area Manager is responsible for the leadership and direction of multiple service sites that work in partnership with other stakeholders to help build Alberta's workforce and achieve these goals. The manager, in conjunction with his leadership team, develops an integrated delivery system for Alberta Works programs and services that is accessible to a wide variety of stakeholders throughout the geographical area spanning Red Deer, Rocky Mountain House, Drayton Valley and Olds. This is a complex process which includes:

- The requirement to meet Business Plan goals/objectives involving organizing resources, providing leadership/direction to facilitate goal attainment, monitoring progress and evaluating outcomes.

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- The assimilation of all programs (Career and Employment and Income Support programs) into one delivery system where staffing resources are effectively utilized, staff have been cross trained within the different programs, and all staff are knowledgeable with regards to all programs and can respond to fluctuating program demands.
- Ensuring services are available to a wide range of stakeholders which include: employers; individuals requiring employment and career counselling or financial services; contracted service providers, other agencies working with the same client base; communities; and business.
- Implementing strategies to address critical skill and labour force issues such as informing people about Alberta's labour market opportunities, attracting workers into Alberta's labour force, developing the skills and knowledge of Albertans, retaining workers in the labour force.

\*Alberta Works programs include: Career and Employment Assistance, Career planning and counselling services, provision of Labour Market Information, Income Supports, Child Support Services, Training for Work Programs, Disability Related Employment Supports, Employment Preparation Services (including: Assessment, Skills for Work, Job Placement, Training On the Job, Self Employment, and Youth Connections), Labour Market partnerships, and First Nations Training to Employment initiatives.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

### Planning and Organizing

- Regional Planning and Organizing:

As a member of Central Region Management provides input into the establishment of Regional priorities, goals, values, missions and program initiatives. Provides input into the allocation of resources (manpower, program budget, technical equipment, etc.) throughout the Central Region. Represents the Region on Provincial Committees, Local Committees, Task Forces, and Initiatives as assigned.

- Area Planning and Organizing:

Responsible for establishing Area direction based on Regional and Departmental priorities, goals, values, missions and program initiatives through the development of Area Operational plans. Manages a group planning process within the Area that involves management staff, supervisory staff, front line staff and Administrative Support staff through the utilization of team meetings, committees and task forces.

- Worksite Planning and Organizing:

Oversees the development of worksite plans that are congruent with Area, Regional and Provincial priorities, goals, values,

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missions and program initiatives. Plans improvements in service delivery systems and service orientation at the worksite level. Provides a climate whereby staff feel safe in taking risks and providing innovative 'input' as to how services could be better delivered.

- Evaluating for Results:

Ensures availability of database reports to be used to determine if Operational Plan objectives are being achieved.

### **Leadership**

- Regional and Community:

Takes leadership roles within Central Region as assigned by the Regional Director or Management Team.

Contributes to effective management of the Region through the identification of issues and potential solutions.

Provides leadership within the Region through innovation and various initiatives that create learning opportunities, increased attachments to the labour market and efficient delivery of financial programs.

Provides effective leadership in the community by representing the department's vision, programs and policies to business/community stakeholders, clients and others.

Models the principles outlined in the Central Region Management Principles and Practice Framework.

- Area:

Develops a strong, positive, efficient, effective management/supervisory team to provide front line support within the worksites.

Creates a working environment wherein staff feel valued and work together to achieve common goals.

Leads, supports and facilitates initiatives related to service delivery and operations within the Area.

Develops an atmosphere that is conducive to worksite teams being innovative and appropriately open to taking risks.

Establishes and facilitates effective communication among the worksites and between the worksites and the Region.

- Worksites:

Provides direction on operational, program and delivery issues from the worksite perspective.

In conjunction with the Managers and Supervisors, helps to establish goals, and manage the PPA Process.

Presents as a role model to staff in areas such as dealing with teamwork, open communication, adapting to change, conflict, mediating, problem solving, etc.

### **Program Delivery**

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- **Regional:**

Represents the Region on policy/program committees, at a Provincial level, as assigned.

- **Area:**

Responsible for the delivery of Department programs within the geographical Area.

Reviews requests to provide services in other communities within the geographical area. Assesses the need for services within these communities and moves delivery resources to meet established needs.

- **Worksites:**

Manages the delivery of the Department's programs, with accountability for responding to the requests of clients within legislation, program policies and allocated resources.

Provides direction for the delivery of services in mandated programs.

Makes case decisions identified in policy as requiring Manager approval.

Makes decisions within Delegated Authorities.

Makes decisions on issues or situations that are not addressed by established policy, situations with unusual budget implications, or situations that are highly sensitive.

Provides a process whereby formal and informal appeals of decisions or actions taken by staff are reviewed. Reviews decisions questioned by Regional or Corporate staff, clients, MLAs, agency personnel or other concerned parties.

Identifies gaps in services and works with other agencies/departments to meet the needs of clients.

Oversees the negotiation and management of contracts providing services.

Evaluates Service Delivery, policy and program effectiveness by a variety of means.

Uses evaluations to set goals and to plan future service delivery.

### **Stewardship**

- **Region:**

As a member of Regional Management, provides input into the allocation of resources on a Regional basis.

As a member of Regional Management, provides input into establishing priorities and the most effective means of 'doing business'.

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- Area:

Accountable for effective and efficient management of all human, budgetary and program resources allocated to the Area.

Ensures equitable utilization, distribution and allocation of budgets and staffing resources.

Ensures early identification of variances, trends, options and impacts through monthly forecast projections. Takes corrective action as required within the Area.

Responsible for the maintenance and operation of a productive work environment, ensuring adequate accommodations, maintenance of security, staff safety, provision of administrative materials and supplies, and the maintenance of approved Records Management Systems.

Reviews database reports to determine if Business Plan objectives are being achieved.

- Worksite:

Monitors service delivery for consistency and compliance to program standards through the evaluation of data, review of the cost per case and the analysis of worksite/area/regional/provincial patterns.

Provides direction/support on sensitive client and community issues.

### **Public Relations**

- Area:

Maintains contacts with organizations who provide services within the Area to ensure that they are aware of the programs offered by Human Resources and Employment, how the programs are accessed, and how the programs may interface with programs they are offering.

Establishes rapport with each local MLA and their administrative staff so that each MLA and their staff are kept informed of changes within the programs and so that client complaints are dealt with quickly and effectively.

- Worksite:

Meets on an on-going basis with representatives of the communities, political representatives, staff, union representatives and advisory groups to maintain effective working relationships and protocols.

Encourages an understanding of the Department's role as a member of the community in both the public sector (other agencies and all levels of government) and the private sector (Chamber of Commerce, etc.).

Ensures representation of the Department on community committees where deemed to be appropriate.

Provides effective representation of the Department at the Area and Worksite levels with the media in compliance with the media relations policy.

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## Partnerships

- Area and Worksite:

Works with other levels of government, business, community agencies, educational institutions, private sector interest groups and client groups to provide information and supports that help employers and industry with labour force planning and individual Albertans with their employment/training/income support needs.

In conjunction with other community stakeholders, develops programs and services that assist clients to access employment and training services that successfully attach them to the labour market.

Commits resources (manpower or funding) to the development and maintenance of programs/services that are provided jointly with other stakeholders.

Works with First Nations with regards to the HRDA, AHRDA and FNTEP.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Knowledge of all appropriate Acts/Regulations/Policies, Programs/Services which are delivered through AHRE service centres and contracted agents as well as related government programs (provincial and federal) and community programs.

Knowledge of effective Leadership and Partnership practices.

Knowledge of Labour Market issues and trends within the Area and individual Worksites.

Knowledge of fiscal management processes including budget and forecasting procedures.

Awareness and understanding of community resources, trends, strengths, economic opportunities, and key stakeholders.

Knowledge of contracting process including planning, tendering and selection, negotiating and preparing contracts, monitoring and evaluation.

## Work Experience

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- Management experience delivering complex programs, preferably with responsibility for directing teams located in multiple sites.
- Experience developing, implementing, and monitoring achievement of business plans, including significant budgetary responsibility.
- Experience working with income support programs and/or career development programs, relating to a highly diversified client group.
- Experience partnering with business and community groups.
- Contract management experience.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The Area Manager provides expert input into the establishment of Regional priorities, goals, values, and program initiatives and the allocation of resources (manpower, program budget, technical equipment, etc.) throughout the Central Region. This position represents the Region on Provincial Committees, Local Committees, Task Forces, and Initiatives, as assigned and establishes partnerships with business, community and government agencies to optimize efficiency and effectiveness of programs and services delivered through undertaking joint program initiatives.

The Area Manager establishes Area direction based on Regional and Departmental mission, goals, values, priorities, and program initiatives through the development of Area Operational and Skills Investment plans. Facilitates the involvement of staff in development of the Area Operational plans, and incorporates perspectives obtained from community/business stakeholders. At the worksite level this position plans and implements operational programs and improvements in service delivery systems and service orientation, encouraging and co-ordinating innovative input from supervisory and front-line staff. The Area Manager is a key position in linking the Department's Mission and Vision and the Central Region Management Principles and Practice Framework to the delivery of front line services.

Achievement of Business Plan objectives and evaluation of service delivery, policy and program effectiveness is monitored through review and analysis of varied qualitative and quantitative information. The Area Manager makes decisions on issues or situations not addressed by established policy, situations with unusual budget implications, or which are highly sensitive. In addition to dealing with unique case decisions, the Area Manager ensures processes are in place for reviewing formal/informal appeals of decisions/actions taken by staff, and for responding to MLA enquiries.

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Consistent with Alberta's Aboriginal Policies, develops partnerships, contracts for appropriate services, and supports capacity building of Aboriginal Communities and First Nations as relates to AHRE programs.

In managing the delivery of the Department's programs within this assigned Area, this position ensures income support, career and labour force development, and student funding needs of clients are met, within legislation, program policies and allocated resources.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Allocation of resources among worksites; optimization of organizational structure/duties assigned/staff development and training to increase flexibility in responding to client needs and evolving program delivery requirements.

Complex/sensitive staff issues - informally in consultation with managers and supervisors and formally as a Level One Grievance officer.

Appeal decisions - formal (Student Finance) and informal (client, agency concerns).

Interpretation of Acts, Policies/Procedures to resolve specific issues referred by senior subordinate staff.

Case Management decisions regarding sensitive or volatile situations.

Interpretation and resolution of contractual requirements.

Negotiating resolution of challenges and exploring opportunities with diverse community partners.

Facilitating resolution of concerns expressed through MLA/Ministerial action requests.

Prioritizing workload and resources to deal with competing demands.

Examples of Complex Problems:

- Developing and implementing strategies to address critical skill and labour force issues given Alberta's current labour market, strong economy and future demographic trends.

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- Developing of Area and Worksite plans, goals, and objectives to meet changing and evolving client/program needs within constraints of budget and staff resources.
- Identifying variances/trends through monthly forecast projections, analyzing options/impacts and adjusting plans, goals and objectives as required.
- Balancing needs of community, client, societal expectations and program mandate.
- Identifying gaps in services and working with other agencies/departments to meet the needs of clients.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Area Management and Supervisory team/Senior staff	Daily.	Carry out Area Business plan.
Central Region Management team	As required.	Deal with Regional issues, consultation, information sharing, issue resolution and planning.
Program Specialists	As needed.	For consultation on organizational requirements.
Regional Director	As required.	Clarification, direction, briefing on extraordinary situations.
HR, Finance, Communications, IT, other Government Ministries including municipal governments, etc.	Daily/as required.	Consultations regarding organizational requirements.
<b>External</b>		
Contracted services Providers	As required.	Monitoring, evaluating, problem solving, interpretation of requirements.
Community or Business organizations	Ongoing.	To identify and develop resources, consultations, issue resolution, information sharing and planning.

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## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The Area Manager is responsible for the overall delivery of the Alberta Works program from five worksites within a large geographic area. Program delivery includes working with internal staff, the business community, and external contracted service providers within applicable policy, program, and personnel guidelines.

Responsibilities relative to external service providers includes managing the complete tendering, contracting, and evaluation of services process to ensure Albertans in the Area receive department services. The position has considerable freedom within the Skills Investment Program to contract for an array of services intended to contribute to building Alberta's workforce within the Area. Contract processes must be seen to be fair and open.

Decisions and actions can impact on any of a myriad of community agencies, other government ministries, or businesses (e.g. Economic Development/Regional Economic Development Alliances, Women's Shelters, PDD, Children's Services, CMHA, Colleges and School Divisions, Municipal organizations, Health Clinics, individual employers, and employer associations) as well as individual Albertans. For example:

- Varied and diversified clients accessing Employment Preparation, skill Development, and Financial Support programs and services provided through worksite staff and contracted agencies. Albertans are better prepared to achieve their economic, social and cultural goals through services received.
- By delivery of excellent employment and training services, Albertans are connected to the workforce and contribute to Alberta's sound economic environment and enable business to flourish.
- Schools/School Districts - Young people are better prepared with information with which to pursue career planning and deal with the transition from school to work and school to school.
- Developing relationships and partnerships with varied community and business groups can support the community at large as input is provided to local levels of government regarding economic development and social problems (workforce trends, transportation, employment/training opportunities, etc.).

Last Review / Update: 2015-04-13

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# MJEP

## Benchmark Evaluation - M420-26

### Identification Section

<b>Working Title:</b>	Director/Registrar Professional Development
<b>Ministry:</b>	Education
<b>Division, Branch/Unit:</b>	Basic Learning, Professional Standards and Processes, Professional Development and Certifications
<b>Reports To:</b>	Executive Director, Standards and Processes
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-26
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Executive Director, Standards and Processes, the position ensures that individuals authorized to teach in Alberta schools meet the Ministerial Teaching Quality Standard, demonstrate required language proficiency, and are provided appropriate professional development opportunities throughout their careers. The position manages staff in the registry, credential evaluation, certification and professional development units as well as expert staff assigned to provincial policy development related to teacher preparation, certification, individual professional growth, supervision, evaluation, professional practice and conduct, suspension and de-certification, professional development opportunities, and termination. The position also ensures that school boards meet Ministerial requirements when seeking approval for appointment of superintendents.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 43% 175	E2P 200	775

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Classification: Public



Short Profile:

A1

## Evaluation Rationale

- **Know-How:**

- **F:** Requires extensive knowledge of North American teacher training programs, education systems, teacher evaluation methods and standards, jurisprudence and public expectations in relation to the teaching profession. In-depth knowledge of the School Act, Teaching Profession Act, Certification of Teachers Regulations, Practice Review of Teachers Regulations, Superintendent of Schools Regulation, and other policies is necessary to have the ability to interpret legislation and how it applies to specific cases and contexts. A sound awareness of professional conduct and the public's expectations of teaching practice and conduct are required as the Director is responsible to conduct Practice Review hearings, provide executive secretarial support to COATS and provide Field Services branches and public with informed advice and guidance.
- **II:** The position must integrate the activities of 17 professionals on a variety of teacher certification programs, ranging from learning policy to COATS (information system) administration. Working within a matrix organizational structure requires the Director to incorporate the needs of other units and branches (such as regional zones across the province) with the professional development and teacher certification programs.
- **3:** The Director must work collaboratively with stakeholders such as the Minister, Alberta Teacher's Association, and School Boards and must gain their support when implementing initiatives or developing recommendations. This role also coordinates public awareness and acceptance of the standards of practice and conduct expected of teachers.

- **Problem Solving:**

- The Director works with a variety of legislation and regulations to guide certification standards and teacher development. It is required to develop non-traditional approaches to teacher developing conditions of teacher employment and termination, training in competencies and certification. Alberta is the first jurisdiction to focus on teacher outcomes and competencies rather than solely on inputs defined by government. This means there is little precedent to assist or guide the Director in implementing teaching standards.

- **Accountability:**

- **E:** The Director makes judgments about the degree to which applicants for teaching meet requirements as defined by the School Act, Certification of Teachers Regulation, and the Teaching quality Standard.
- **2:** Position impacts Alberta teachers and related stakeholders (students, parents, boards) throughout the province by defining and implementing teaching standards throughout the province.
- **P:** Position is accountable for ensuring that those authorized to teach in Alberta meet the Minister's requirements for certification.

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**Last Reviewed:**

Last Review / Update: 2015-02-05

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# MJEP Benchmark

## Job Description - M420-26

### Identification Section

<b>Working Title:</b>	Director/Registrar Professional Development
<b>Ministry:</b>	Education
<b>Division, Branch/Unit:</b>	Basic Learning, Professional Standards and Processes, Professional Development and Certifications
<b>Reports To:</b>	Executive Director, Standards and Processes
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

As a member of the Basic Learning Division Team, the Director/Registrar contributes positively to the work of the Division and Department within a matrix management system. The Director/Registrar directly reports to the Executive Director, Standards and Processes.

The Director/Registrar for Alberta Education is responsible for ensuring that individuals authorized to teach in Alberta schools meet the Ministerial Teaching Quality Standard, are fit and proper persons, demonstrate required language proficiency; and are provided appropriate professional development opportunities throughout their careers. This last requirement is in keeping with teachers' obligation to annually develop and implement individual learning plans throughout their teaching careers and also to ensure that teachers have the opportunity to learn and grow to better support student learning. In addition, the Director/Registrar ensures that boards seeking the Minister's approval of appointment of superintendents of schools meet his requirements. The work of the Registrar affects teachers and education delivery throughout the province in public, private and band school settings.

The Director/Registrar provides leadership and management to the Professional Development and Certification Branch that includes registry, credential evaluation, certification and professional development units as well as expert staff assigned to

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provincial policy development related to teachers' preparation; certification; individual professional growth; supervision; evaluation; professional practice and conduct; suspension and de-certification; professional development opportunities; and legislated conditions of teachers employment and termination. The Director/Registrar, in collaboration with other government departments and certification authorities of other provinces and territories, ensures inter-provincial mobility of Canadian teachers.

In carrying out his work, the Director/Registrar must be guided by the principle that any decision must be in the best interests of students.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Lead the administration of the certification of teachers, one of Alberta Education's core business functions. Teaching in Alberta schools is consistently of high quality because processes are in place to ensure that Alberta teachers meet the required academic and professional competencies, e.g. application process information and assessment services for initial and permanent teaching certification.

The quality of teaching in Alberta is enhanced through collaboration with partners, especially the ATA, CASS, ASBA, teacher preparation institutions, e.g. the Director/Registrar leads the gathering of information on the quality of teacher preparation programs and professional development opportunities and provides recommendations to the Minister on ways to further improve the quality of teacher preparation programs and beginning teachers' professional growth.

Field Services Branches have timely and accurate information and sound advice about legislation, regulations and departmental policies concerning teachers and teaching standards, practices and conduct and professional development standards.

Public awareness of the high standards of practice and conduct expected of teachers is communicated through: the Excellence in Teaching Awards Program; the provision of advice to parents and the public further to individual inquiries or complaints about a teacher's teaching or conduct; and through the ongoing support of the Director/Registrar to the communications activities of the Council on Alberta Teaching Standards.

Government legislation, regulation and policy concerning the preparation, certification, development, supervision and evaluation of teachers is on the leading edge of Canadian and North American practice and remains relevant to the practice of teaching and the goal of optimizing students learning by providing timely and sound advice and expertise to the Minister and the Department on the basis of ongoing environmental scanning of teacher related issues from throughout the world.

The Council on Alberta Teaching Standards is provided the high quality executive secretarial and administrative support by the Director/Registrar and Assistant Director/Registrar so that it can provide timely and meaningful advice to the Minister related to teachers and teaching.

Policies governing the evaluation of academic credentials and teacher preparation programs are consistent with generally accepted norms and standards accepted by professional credential assessment bodies. (e.g. AACRAO), recognized post secondary institutions and certification offices in North America.

Alberta's teacher registry is maintained, accurate, and annually updated. Registry information about Alberta teachers is made available to the Department, the public, Statistics Canada and other education partners both within and outside the province in accordance with the FOIPP Act and in keeping with the Protocol on the Notification of Suspended and Cancelled Certificated (1999).

Appeals to the Board of Reference are administered on behalf of the Minister and in a manner consistent with the School Act and the understandings reached in consultation with ASBA and the ATA. Written complaints under the Practice Review of Teachers Regulation are processed in a timely and orderly manner in accordance with the requirement of the Regulation. In doing so the Registrar must exercise discretion and judgement to ensure that due process is upheld, local school authority responsibilities and those of the Alberta Teachers' Association are not violated, and that complaints are not frivolous, or vexatious.

Appeals to the Certification Appeal Committee are administered on behalf of the Chair and in manner consistent with the Regulation. Committee members are provided sufficient documentary evidence and clear oral arguments by the Registrar to allow Committee members to make sound decisions that recognize the key role of teachers in our society.

Issues, briefings, and background materials for the Minister, Deputy Minister and Assistant Deputy Ministers are developed in respect to all matters dealing with teachers and teaching, and as appropriate, in coordination with other Alberta Education staff.



Alberta's six regional professional development consortia are provided resources to support professional development activities for teachers and other members of the education community. Consortia professional development offerings reflect provincial needs and priorities.

Standards for the provision of professional development are developed and maintained. Alberta Education and its partners are guided by these standards in the implementation of provincial and local professional development activities.

Annual branch budgets are developed and implemented in a manner that contributes to the achievement of Alberta Education business plan goals and annually include fee for service revenues that cover about fifty percent of branch costs.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Significant knowledge and skill in developing and assessing teaching standards and competencies.

Thorough knowledge of the School Act, Teaching Profession Act, Certification of Teachers Regulation, Practice Review of Teachers Regulation, Superintendent of Schools Regulation, the Teacher Growth, Supervision and Evaluation Policy and other related legislation and policy.

Ability to accurately interpret legislation and policy and how it applies to specific cases and contexts.

Ability to identify situations when it is appropriate to ask for legal opinions on specific matters and make appropriate decisions in light of such opinions.

Knowledge of the variety of teacher preparation programs in the province and North America as well as teacher certification requirements.

Ability to analyze teacher preparation programs in relation to Alberta programs practices in order to develop guiding principles for purposes of assessing out of province teacher credentials and competencies; and for purposes of presenting sound arguments to the Certification Appeal Committee.

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Knowledge of teacher evaluation methods, standards for professional development, the structure of education systems, the principals of fundamental justice and due process, as well as an awareness of judicial decisions relating to the teaching profession and teaching.

Sound awareness of professional conduct and the public's expectations of teaching practice and conduct.

Effective written and oral communication skills.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Ability to set priorities, develop plans and budgets, implement department and branch directions in the most cost effective manner to ensure that Alberta Education legislative and policy directions, as well as its business plan goals are achieved within specified targets.

Ability to assist branch staff to identify and act on their professional growth needs to the benefit of the branch and department.

Project planning skills within the Department and for purposes of managing external projects.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Position thinks within a broad framework of policies and statutes. Position works with a variety of legislation and regulations to guide certification standards and teacher development. Practice review cases are often without precedent and involve a high degree of analytical thinking. Job is required to develop non traditional approaches to teacher developing conditions of teacher employment and termination, and training in competencies and certification. Alberta is the first jurisdiction to focus on teacher outcomes and competencies rather than solely on inputs defined by government which means there is little precedent to assist or guide the implementation of teaching standards.

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Thinking must also focus on changes to teaching competencies and development to ensure high standards of student achievement are met.

Position negotiates among conflicting interests and perspectives of trustees and the public, the ATA and the Consortia.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Minister	300 AR's annually.	Provision of issues, briefings, and background materials.
Alberta Education officials Executive Directors Assistant Deputy Minister Division Directors		Presentations provided upon request.  Briefings and background materials.
<b>External</b>		
ATA officials and chairs and members of ATA committees	Regular contact.	Committee work and contact on emergent individual teacher issues, policy development and implementation issues.
CASS officials and executives	Ongoing.	Advice about individual teacher certification issues, provides information and advice and engages in consultation on teaching quality improvements.
ASBA officials and trustees	Ongoing.	Ministerial approval of superintendent processes, legal counsel concerning Board of Reference appeals.
AISCA officials and officers	Ongoing.	Negotiation and approval of private school jurisdiction signing authorities. Individual

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		teacher certification and practice review issues are identified and addressed.
AHSCA officers	Annually.	Views sought in development of branch and department policy.
COATS members	Ongoing.	Schedules and prepares materials for meetings to support the council.
Deans of provincial Faculties of Education and faculty members/Deans of private colleges offering teacher preparation programs	Regular meetings.	To ensure that programs reflect beginning teachers needs. Provides advice and information about teacher preparation and certification issues.
Teachers	Ongoing.	Communication regarding certification applications.
Members of the public, particularly parents.	Ongoing.	Public awareness and advice through Excellence in Teaching Awards and COATS.
Registrars of Canadian Provinces and Territories	Annually and as needed.	Suspended and cancelled teaching certificate information sharing. Pursuit of inquiries.
CIDA and South African Department of Education officials	As needed.	Provision of expertise to support implementation of teacher professional development plans.
Private contractors.	Regular meetings.	Communication to ensure deliverables are met.
Members of the Board of Reference	As appeals arise.	Assignment of appeals.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

Job is subject to broad practices and statutes with aspects such as Practice Review and Appeal Boards subject to para-legal precedents. Position manages a branch.

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The position impacts Alberta teachers and related stakeholders (students, parents, boards) throughout the province by defining and implementing teaching standards.

The position is the Provincial Registrar holding the authority assigned by the Minister to issue teaching certificates. The position is accountable for ensuring that those authorized to teach in Alberta meet the Minister's requirements for certification.

Last Review / Update: 2015-02-06

# MJEP

## Benchmark Evaluation - M420-25

### Identification Section

<b>Working Title:</b>	Section Head, Environmental Policy Integration
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Environmental Assurance
<b>Reports To:</b>	Director, Environmental Policy Branch
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-25
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Director, Environmental Policy, the position leads development of integrated environmental policies to drive implementation of Alberta's government wide approach to sustainable resource and environmental management. Policies cover all media (air, land, water, waste, climate change) and sectors (energy, forestry, municipal). It leads strategic relations with other divisions, provincial and federal departments, industry and communities to develop, advance and communicate outcome-based environmental policies.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 50% 200	E+3C 175	775

Short Profile: P1

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## Evaluation Rationale

- **Know-How:**

- **F:** Requires broad knowledge of environmental science and environment regulatory management including legislation such as the Environmental Protection and Enhancement Act (EPEA), and the Climate Change Management and Emissions Management Act. A strong understanding of approval processes, public administration practices, and functions and structures of municipal, provincial, and federal governments are required to manage issues and ensure they are aligned with department perspectives on key environmental policy issues.
- **II:** The ability to provide direction and decisions for contentious environmental policy issues is essential. The position integrates broad policy initiatives that cover air, land, water, waste and climate change and translate these into revised branch activities and other operations.
- **3:** Collaboration and effective negotiation with industry, community, other governments and partners both internal and external is essential to developing strategies that will meet future trends and challenges. Situations may be emotional, controversial, or sensitive and are government-wide in scope as the position interacts with other senior officials in various departments on multi-dimensional issues to reach a departmental or governmental position on a variety of environmental policies.

- **Problem Solving:**

- Position must acknowledge strategic implications for many sectors and communities when resolving environmental protection issues, and takes multiple processes into consideration to advance the department's objectives. Position must use interest-based negotiation, consultation, collaboration and consensus-seeking processes to incorporate perspectives of industry, community, government, aboriginals, and the public.

- **Accountability:**

- **E+:** Operates within the context of relevant government objectives and policy frameworks; keeps Director and Executive Committee informed on key issues. The position has accountability for the ongoing management of issues, and the push on the E recognizes its latitude to commit the Government to a course of action.
- **3:** Position's responsibility for integrated policies must involve multiple jurisdictions, industry and stakeholders. Policies developed may have a major impact on federal policy.
- **C:** Actions of this position contribute to regional department staff's ability to deliver environmental programs and achieve desired outcomes.

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**Last Reviewed:**

Last Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M420-25

### Identification Section

<b>Working Title:</b>	Section Head, Environmental Policy Integration
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Environmental Assurance
<b>Reports To:</b>	Director, Environmental Policy Branch
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Section Head of Environmental Policy leads development of integrated environmental policies to drive implementation of Alberta's government wide approach to sustainable resource and environmental management. The purpose is broad - policies cover all media (air, land, water, waste, climate change) and sectors (energy, forestry, municipal etc.). The position is critical to success of the department. It champions the needs, processes and products to achieve integrated policy.

The Section Head leads strategic and effective relationships with other Divisions, other provincial and federal government departments, industry and communities to develop, advance and communicate clear outcome based environmental policies. The position assures strategic advice to the Director, ADM, DM, Minister and government in a timely and accurate way.

The Section Head will need to have strong relationships with others across government. This will require the section head to provide strategic leadership in order to influence the activities of other departments, boards and agencies.

### Specific Accountabilities

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**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Frameworks to enable the regions to transition from activity/approvals based approaches to place based and sectoral environmental policy.

Partnership and alignment with the Sustainable Resource and Environmental Management cross ministry project office.

A comprehensive work plan to fill gaps and remove overlap and duplication. Work plan includes a number of specific projects agreed by Executive Committee, for example: Policy gap/overlap analysis (oil and gas); EUB / CAPP improved relationship; Water crossings issues fixed; Policy for pulp mills complete; Emissions trading framework complete; Contaminated sites liability framework complete; Oilfield injection water allocation policy complete; Climate Change MOU with GOC (large industry); Alternative fuel guidance complete; Air, land, water teams established; policy school built and operating. Longer term specific projects include - Improved complete policy frameworks for energy and forestry; Air, land, water, climate change systems described across government and running; IJC administrative review task force complete; Eastern tributaries apportionment framework complete; Water pricing policy complete.

Outcome based and innovative policies for water, air, land and climate change.

Ensure integration of policies across media, activity life cycle and sectors.

A coherent, clear and up to date policy framework.

Regulators, industry and communities understand and work within an integrated policy framework that identifies responsibility and accountability.

The policy framework sets the context for place-based approaches in regions.

An accessible and maintained policy compendium.

Implementation of new flexible tools.

## Knowledge/Experience

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**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

**Specific knowledge required:**

- Environmental regulatory management including: Environmental Protection and Enhancement Act, the Water Act and the Climate Change Management and Emissions Management Act, approval processes, decision making and regulatory programs delivered by the GOA.
- Shared governance and responsibility.
- Strategic planning, issues management, public administration practices, including the Alberta Government policy development process.
- Industry, community and other government perspectives on key policy issues.
- Understanding of government policies with respect to sustainable development to underpin the policy work of the Section and ensure alignment.
- Ability to lead and manage a variety of internal and external processes.
- Broad knowledge and understanding of environmental science relating to land, air, water and climate change.
- Knowledge of functions, structures and systems of municipal, provincial and federal governments.
- Extensive knowledge of management principles, especially related to human resources, financial planning and communications.

**Specific skills required:**

- Strategic thinking and influence.
- Strong organizational and planning skills.
- Ability to build relationships and to develop and maintain partnerships.
- Well developed interpersonal and negotiation skills.
- Leadership for large multi-disciplinary groups of managers and professionals.
- Team-building skills to form effective interagency working groups.
- Verbal and written communication skills.
- Analyze complex issues, identify options or courses of action to address these issues, set priorities and have the Sections carry out the work effectively.
- Develop policy capacity across the department.

## Leadership and Business Know-How

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**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Ability to provide direction and decisions for complex and contentious issues.

Ability to effectively communicate Alberta's environmental policy framework and translate the big picture vision of department and government direction.

Ability to understand how to effectively integrate environmental policies.

Translate the direction of Government into revised Branch activities.

Ability to integrate policy initiatives into the operations of the department and other regulators including an understanding of regulatory responsibilities.

Innovation and creativity required finding new ways of meeting client needs.

Leadership to coordinate and build confidence and credibility among industry, community and other governments and partners.

Change leadership.

Foresee future trends and work to develop strategies to meet future challenges.

Develop policy for broad-scale, long-term challenges and opportunities.

Ability to negotiate effectively as interaction with industry, stakeholders and federal governments on what is the most acceptable solution within the provincial policy and regulatory framework.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Situations are unstructured, variable and affect many sectors, media and communities. Tools include: interest-based negotiation, consultation, collaboration and consensus-seeking processes. Solving problems will require a strategic approach

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to be utilized, drawing on a wide network of contacts and related issues. A strong understanding of industry, community and other government interests as well as the perspectives of stakeholders, aboriginals, other governments and other departments is essential. Problem solving will require strong relationships with senior staff from several other departments (IIR, SRD, Energy).

Problem solving will require the development of strategies for utilizing multiple processes for advancing the department's objectives. This position will need to develop strategies that motivate and inspire action on the part of stakeholders, industry, partners and the general public.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
–Interacting with other senior officials in the department and in other departments on multi-dimensional issues to reach a departmental or governmental position.		
<b>External</b>		
Collaboration with clients, industry, community and other governments and partners, both internal and external, is critical to the success of the position. Contact is frequent and on going.		

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

This position operates within the context of relevant government objectives and policy frameworks. The Section Head will keep the Director and Executive informed of key issues as required and received direction on major issues when required.

Results have direct impact on other staff, particularly regional staff, and their ability to deliver programs and achieve desired outcomes. Partners and stakeholders (government and non-government) are also impacted by actions taken. Policies developed may have a major impact on federal policy.

Freedom to direct and act in this position is essential. Activities are typically of a high-profile nature; involve multiple jurisdictions, industry and stakeholders. It is essential that the Director, Executive, Minister and GOA be updated on key issues in a timely manner. The Section Head is accountable for the ongoing management of these processes. Some issues will require close coordination with other departments - some discretion is required due to the high profile, often-sensitive nature of issues. The Section Head has the latitude to commit the Government to a course of action.

Last Review / Update: 2015-02-06

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# MJEP

## Benchmark Evaluation - M420-23

### Identification Section

<b>Working Title:</b>	Construction Manager, Southern Region
<b>Ministry:</b>	Transportation
<b>Division, Branch/Unit:</b>	Transportation and Civil Engineering
<b>Reports To:</b>	Regional Director
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-23
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Regional Director, the position manages the planning, developing, scheduling, and allocation of resources, supervision of staff and budgeting for the delivery of the department's construction and overlay program within the department.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 43% 175	E2P 200	775

Short Profile: A1

### Evaluation Rationale

- **Know-How:**

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- **F:** Requires in-depth knowledge of the fundamentals of transportation engineering, roadway construction, liabilities and responsibilities, awareness of public safety, contractual and legal implications and relevant legislation.
- **II:** Responsible for the coordination and organization of all aspects of regional capital construction projects and municipal partnership programs to integrate the interests and requirements of various groups, branches, local authorities and other levels of government.
- **3:** Continual interaction and negotiations with elected officials, municipal and ministry representatives, consultant engineers, contractors and the public to review budgets, negotiate cost sharing programs, interpret specifications and resolve claims and disputes.
- **Problem Solving:**
  - Problem solving is guided by standards in design, practice. The position is resolve contractual claims, disputes, conflicts through examination of documents.
- **Accountability:**
  - **E:** Position is one of four in the ministry. Position has the ability to adjust and enhance operations for the region, outsource some of the property acquisitions and partner with municipalities for administering the projects to reduce cost.
  - **2:** Operational decisions impact safety, scheduling and economic factors and directly affects fiscal budget commitments. The position coordinates all aspects of projects developed and delivered for a large geographic area, on a multi-year basis.
  - **P:** Has primary control over the activities and resources required in achieving results.

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**Last Reviewed:**

Last Review / Update: 2015-02-05

# MJEP Benchmark

## Job Description - M420-23

### Identification Section

<b>Working Title:</b>	Construction Manager, Southern Region
<b>Ministry:</b>	Transportation
<b>Division, Branch/Unit:</b>	Transportation and Civil Engineering
<b>Reports To:</b>	Regional Director
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Responsible for the overall Regional construction operations encompassing the allocation of resources, planning, scheduling, and delivery of construction and pavement overlay programs, as well as major and complex projects including projects on the North/South Trade Corridor. Contributes to the priority setting of related programs. Administers the Region's gravel resources and environmental work plans. Interacts directly with other business units; Bridges, Property, Operations, and Infrastructure for matters related to capital program delivery in the Region. Administers and delivers Minister's cost sharing projects with municipalities and is involved in special urban project assignments. Engages engineering consultants for a multitude of project assignments and administers their activities. Manages and monitors capital budgets for the Region in the \$125 million range for all highways. Provides direction and supervision of manpower resources.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

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Deliver the Region's capital construction program including the North/South Trade Corridor and implementing the multitude of processes to the delivery stage and final completion of projects.

Administer a sizeable number of engineering consultants engaged on the Region's construction projects - request for proposals/selection/technical standards/planning/constructability/value engineering/monitoring budgets/controls/performance evaluations.

Accountable for the overall management of the Region's gravel resources and environmental work plans.

As per the department's Authority Matrix: reviews/approves/awards contracts, utility agreements, services agreements, consultant agreements, contractual changes, overruns, etc.

Accountable for all human resources involved in construction operations - engineers/technologists/administration.

Assists the Regional Director, Operations Manager, Bridge Manager, and Infrastructure Manager in formulating input for all transportation development in the Region.

Liaises and coordinates extensively with engineering consultants, inter-departmental, municipalities and other agencies, in order to ensure proper development and delivery of Regional construction programs.

Handles large volumes of documents and correspondence, reports, consultant proposals, action requests; compliance to department's policies, guidelines, legislative acts; public safety and concerns public relations.

Provide input into policies and programs through committee membership, e.g. CPMC.

Accountable for ensuring safety processes are in place.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

**Knowledge Required:**

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- Comprehensive knowledge on the fundamentals of transportation engineering, full understanding of the Ministry, liabilities and responsibilities, awareness of public safety, contractual and legal implications, must deal with major and complex projects, knowledgeable of engineering standards and applications, department property diversities, apply and adhere to legislative acts, policies, guidelines, technical manuals, etc. - Highway Traffic Safety Act, Public Highways Development Act, Financial Administration Act, Public Service Act, Planning Act, Occupational Health and Safety Act, Alberta Environmental Protection Act, - Policies/directives, numerous technical manuals, Authority Matrix, etc.

**Skills Required:**

- Specific and relevant organizational skills, planning of programs, effective communication, both verbal and written, effective decision making, promoting teamwork, technical and engineering skills, tact and good public relations, business meetings, manage people and resources.

**Education/Training Required:**

- Bachelor of Science in Civil Engineering, APEGGA, and associated ongoing training.

**Work Experience Required:**

- Minimum of 10 years transportation related experience, in-depth and breadth knowledge and experience on highway construction, design, operation and maintenance of highways, traffic characteristics and safety, managing employees, administering programs, assessing and managing the risks, experience in dealing with municipal councils, developers, consultants, dealing with the public.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

High level of intensity for the coordination of all aspects of capital construction and municipal partnership programs because of the need to integrate the interests and requirements of various individuals, agencies, interest groups and other levels of government. Regional Director and Executive assistance is sought.

Coordinates and organizes the delivery of the Regional capital program across various branches of the department, e.g. pre-construction schedules, contract tendering, functional planning, consultant, selection, etc.

High degree of monitoring and planning, coordination and organization with the consultant engineering industry involved with the design, contract preparation, construction supervision, and post construction of capital projects.

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Coordinates and organizes the construction group activities and delivery of programs with all stakeholders - Operations Manager, Bridge Manager, Infrastructure Manager, Property Manager, and others.

Assumes the role of Project Sponsor for the above programs. This position is looked upon for direction, accountability, advice and influence the outcomes of the decision making process.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

High level of intensity for the coordination of all aspects of capital construction and municipal partnership programs because of the need to integrate the interests and requirements of various individuals, agencies, interest groups and other levels of government.

Must deal with major and complex projects of high magnitude and expertise, e.g. interchange projects, complex four-laning projects, geotechnical, and access management.

Must deal with large volumes of documents and correspondence, technical reports, consultant proposals, general correspondence, agreements.

Must deal with properties and developments of costly magnitude impacted by roadway improvements.

Resolving contractual claims, disputes, conflicts; requires good judgement, thorough examinations of all pertinent documents.

Resolving technical problems presented by engineering consultants that influence changes to design standards, impacts on cost-effectiveness of projects, environmental, etc.

Extremely challenging as Project Sponsor to keep all stakeholders linked to program activities and stay abreast of the tremendous workload. Set direction of 'deadlock' issues.

Position requires creative and analytical thinking in evaluating different situations involving new initiatives, value engineering, new technologies, and innovative proposals presented by the consulting and contracting industry, life cycled costs, value management principles.

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Meets periodically with CPMC to review and analyze problems arising from all areas of construction operations and other stakeholders to arrive at possible solutions and maintain consistency and uniformity across the other four Regions.

Delivery cost sharing programs with municipalities.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Management and staff	Daily and weekly.	Keep Regional Director, Managers and staff informed of work activities, discuss issues, etc.
Regional Managers group	Monthly.	Address broader issues that interact with the Region internally and externally.
Construction Group, Regional Director, Bridge Manager, Infrastructure Manager, Construction Engineers, Property Manager and others	Bi-monthly.	Review and track progress on capital projects, budget controls.
Engineering Consultants	2-3 times a week.	Liaise with consultants.
Inter-departmental: Technical Standards, Program Management Branch, Professional Services, and others	Ongoing.	Coordinate work activities, administer budgets, decision making, Alberta Environment Protection concerns, discuss numerous agreements, contract specification conflicts, discuss problems.
<b>External</b>		
Towns, Villages, Municipalities, Media	2-3 times per month.	Deal with partnership project, the delivery of them. Liaise with their engineering consultants, review budgets, roadway

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		standards, technical inquires, respond to media inquires. Also, invite municipal representatives to the project team for non-partnership projects.
Public	1-2 times per month.	Telephone/written correspondence concerning traffic safety during and after construction, concerns, department policies, right-of-way, impact on landowners affected by construction. Deal with news media contacts, open houses.
Contractors	1-2 times per month.	Issues related to contractual matters, resolve claims and disputes not dealt with by Consultants, interpret specifications.
Engineering Consultants	Ongoing.	Ensure proper development and delivery of capital projects throughout the Region and within urban centres. Review proposals, technical standards, budgets, monitoring activities, etc.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

Must maintain uniformity of construction standards and specifications towards the construction industry through the engineering consultants. Be fair and equitable when decisions are made.

Engineering consultants' performance and work outputs are measured on the success of delivering the various transportation programs in a quantifiable system of project tracking and monitoring. Consultant Performance Evaluations carry 30 percent of the weighted value towards consultant selection for projects.

High degree of coordination and planning projects with the input of Regional Director and Regional managers.

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Operational decisions regarding priorities, scheduling, changes in programs, delays, etc. and how they will affect the consulting industry, contracting industry, the impact on safety, budget commitments and government priorities established for key projects such as the North/South Trade Corridor.

Responsible for joint delivery of partnership programs with Towns, Municipal Districts, Counties, Indian Reserves, and their respective consultants; inconsistencies and delays in technical and administrative processes will impact their programs.

Position has wide scope. Problem solving is now much more complicated due to many tangible issues.

Last Review / Update: 2015-02-06

# MJEP

## Benchmark Evaluation - M420-21

### Identification Section

<b>Working Title:</b>	Senior Manager, Provincial Court
<b>Ministry:</b>	Justice and Solicitor General
<b>Division, Branch/Unit:</b>	Court Services, Provincial Court Edmonton
<b>Reports To:</b>	Executive Manager, Court Services
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-21
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Executive Manager, Court Services, Provincial Court Edmonton, the position manages the delivery of all court services at the Provincial Court Traffic, Criminal, Civil, Family and Youth and the Edmonton (Northern Region) Hearing Office. The position is also functionally responsible for the administration of the Alberta Review Board.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 43% 175	E2P 200	775

Short Profile: A1

### Evaluation Rationale

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- **Know-How:**

- **F:** Extensive knowledge is required of Federal and Provincial legislation, regulations and rules governing the operation of Court Services Division, as well as of departmental policies and procedures, human resource management, employee relations, and financial management. Knowledge of technical, and administrative procedures and directives is also required.
- **II:** Position leads and directs a large and diverse staff complement engaged in the delivery of provincial court operations in the Edmonton Judicial District.
- **3:** Position is responsible for motivating a diverse staff and is required to resolve complex issues with court stakeholders e.g. the public, the Judiciary and legal community. Ensures through coaching, mentoring, leading and directing the administrative team, that staff have the knowledge, skills and resources to provide effective delivery of court services to the citizens of Alberta.

- **Problem Solving:**

- Legislation and procedures govern court operations, however changing legal environments and diverse parameters require developmental solutions to enhance processes and service delivery e.g. the position must resolve operational and quasi-judicial legal issues relating to the operation of the courts managed, and must seek to find solutions in response to ongoing changes in the legal and fiscal environments.

- **Accountability:**

- **E:** Position works within the framework of Federal and Provincial legislation, regulations and rules governing court operations as well as technical and administrative procedures and directives. The position's primary role is delivery of Provincial Court services in the Edmonton Judicial District.
- **2:** Results are externally focused and affect all citizens of the Edmonton judicial district. The Edmonton Northern Region Hearing Office services all citizens in the northern half of the province.
- **P:** Position is solely accountable for the management and effective delivery of all Court Services through Provincial Court in the Edmonton Judicial District.

**Last Reviewed:**

Last Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M420-21

### Identification Section

<b>Working Title:</b>	Senior Manager, Provincial Court
<b>Ministry:</b>	Justice and Solicitor General
<b>Division, Branch/Unit:</b>	Court Services, Provincial Court Edmonton
<b>Reports To:</b>	Executive Manager, Court Services
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

This position is responsible for the management and effective delivery of all Court Services to the citizens of Alberta attending at Provincial Court Traffic, Criminal, Civil, Family and Youth and the Edmonton (Northern Region) Hearing Office in a cost efficient manner. This position is also functionally responsible for the administration of the Alberta Review Board which deals with all matters for the Province. This position also makes quasi-judicial decisions and associated leadership decisions. As one of the largest Provincial Court operations in the province, this position also provides leadership to other Provincial Court Operations.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Lead and direct the administrative team in the effective delivery of Court Services to the citizens of Alberta.

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Ensure the Judiciary are provided with the necessary support to dispense due court process while protecting the principle of Judicial Independence.

Establish and maintain a high level of professional conduct and quality of work in a Legal/Court environment through leadership and example.

Coordinate and balance workloads and staff productivity to ensure that work is completed in a timely process while meeting legislative requirements.

Develop and maintain an accurate budget and variance report process that is consistent with departmental goals.

As Clerk of the Court and Justice of the Peace, provide direction and application of the Criminal Code and related statutes in a fair and consistent manner through Deputy Clerks of the Court.

Prepare and respond to briefing items for the Director and/or ADM on issues affecting Court Administration in Edmonton Law Courts.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

This position requires extensive knowledge and ability to interpret Federal and Provincial legislation, regulations and rules governing the operations of Court Services Division as well as technical and administrative procedures and directives. This position requires a command of the leadership principles and practices in relation to a large multifaceted operation including extensive knowledge in the area of dealing with people, long range planning and the ability to achieve the business goals in partnership through others.

The position requires well-developed skills in positive leadership, strong communication and motivation of others. The stakeholders of the courts are diverse and require complex problem solving and excellent diplomatic abilities in dealing with all levels of the Judiciary, Crown Prosecutors, members of the Bar, enforcement agencies, government officials, the public and varied agencies related to the judicial process.

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This position generally requires a university degree or equivalent and extensive experience managing operations in a Judicial environment.

This position holds the designations of Clerk of the Provincial Court and Justice of the Peace as outlined in Legislation. These designations are required in order to provide the position with the authority necessary to run the courts judicially and administratively.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

This position manages and coordinates the Judicial and Administrative operations of the Alberta Review Board, Provincial Court Traffic, Criminal, Civil, Family and Youth and the Edmonton (Northern Region) Hearing Office in a cost efficient manner. The position directs a multi-faceted workforce in excess of 120 permanent employees and liaises with multiple stakeholders including the public; law enforcement and legal community to ensure their needs and the needs of the court and ministry are being met through the efficient operation of the courts managed.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

This position operates within the context of the Court Services Division, Edmonton Court Operations and legislation, policies and procedures governing the operation of the courts. This position must resolve operational and legal issues relating to the operation of the courts managed and must seek to find solutions in response to ongoing changes in the legal, political and fiscal environments. The diversity of the parameters of the court operations managed leads to path finding solutions between courts in order to improve the court process and services delivered to the public and stakeholders of the courts.

## Relationships/Contacts

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(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
ADM Court Services	As required.	Sensitive issues, sharing of information, problem solving
Court Directors	Daily.	Resolve issues, review and recommend policy changes, information exchange, advice, support, planning, goal achievement, problem solving, coordinating and introducing programs.
Other Managers	Daily.	Information exchange, procedural questions, resolving issues, planning, reviews and implement policy changes.
Deputy Administrators	Daily.	Information exchange, procedural questions, resolving issues, planning, reviews and implement policy changes.
Court Services employees	Daily.	Information sharing, teamwork, advice, judicial direction and interpretation, service delivery.
Chief Crown Prosecutor / Crown Prosecutors	Daily.	Information exchange, service delivery, questions of law and procedural issues.
<b>External</b>		
Chief Judge/Assistant Chief Judge	Daily.	Information exchange, service delivery, coordination of court activities, enhancement of system and procedures, judicial direction.
Alberta Review Board Chairperson and Members	As required.	Information exchange, service delivery, enhancement of system and procedures.
Defence Counsel	As required.	Resolve issues.
Infrastructure	Weekly.	Facilities management and design.

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Correctional Services	Weekly.	Service Delivery, changes in legislation or services.
Family and Social Services, Municipal Affairs, WCB	2-3 per month.	Coordination of Court Activities, service delivery, court process, judicial hearings.
Edmonton Police Service, RCMP	Daily.	Coordination and streamlining of Court Process, service delivery, changes in legislation, quasi-judicial process, security.
Federal Court/Immigration	2-3 per week.	Questions of law, procedural issues, service delivery.
Bar Association/Law Society	Weekly.	Dealing with legal documentation issues, reviewing orders, court procedures, taxations, related concerns.
Public/Communications/Media	2-3 per month.	Respond to broad public issues unresolved at the administrator level.
Native Services, Legal Aid, John Howard Society, Elizabeth Fry Society	Monthly.	Information exchange, service delivery, coordination of court activities.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

This position is accountable for the operations of the Alberta Review Board, Provincial Court Traffic, Criminal, Civil, Family and Youth, Judges office administration and Northern Hearing Office within the broad organizational direction of Court Services and in partnership with Edmonton Court Operations. This position has a direct impact on the organization, operation and service delivery to all clients and stakeholders of the courts managed including enforcement agencies, the legal and judicial communities and the public. The position is accountable for achieving Ministry and Division business goals within its scope.

Typical examples include outsourcing of operations, a key role establishment and operation of a 24 hour Bail Hearing Office which serves the Northern half of the province and implementation of software and technology, including workforce development and balancing fiscal and service delivery aspects.

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# MJEP

## Benchmark Evaluation - M420-19

### Identification Section

<b>Working Title:</b>	Director, Building and Fire Standards
<b>Ministry:</b>	Municipal Affairs
<b>Division, Branch/Unit:</b>	Public Safety Division, Safety Services Branch
<b>Reports To:</b>	Executive Director, Safety Services Branch
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M420-19
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Executive Director, Safety Services Branch, this position is the senior provincial regulatory official for matters stemming from the Alberta Building Code and Alberta Fire Code, with regard to rulings, interpretations, appeals, variances, quality management systems, designs, technical reports and the suspension and cancellation of permits. The PUR is appointed by the Minister to develop and publish legally binding ABC and AFC province-wide variances and interpretations that can have a significant impact on Alberta's construction industry. PUR provides expert advice to the senior management team and technical councils in the development and communication of department policy.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 43% 175	E2P 200	775

Short Profile: A1

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Classification: Public



## Evaluation Rationale

### Know-How:

- **F:** Position requires deep knowledge in several key functional areas: design, manufacturing, fire-safety engineering, construction, and building maintenance and regulation. Position is the provincial expert in building and fire codes, standards and regulations, and requires expert knowledge of Alberta's large construction industry in order to provide advice and interpretations of codes and standards balancing stakeholder and public needs and public safety.
- **II:** Position integrates the activities of a multidisciplinary team of building and fire professionals responsible for providing legislation, regulations, codes and standards for the province's design, manufacturing, construction and building management sectors. Position must establish an appropriate balance between stakeholder and public support and enforcement of regulations.
- **3:** Position has ongoing interactions with the Minister and senior department managers regarding ABC and AFC advice and policy development recommendations, branch technical advisors and field supervisory staff, and represents the province on several national committees putting forward and responding to opinions ideas and proposals where the final outcome must be acceptable to Alberta stakeholders and the general public.

### Problem Solving:

- Within existing legislation, regulations, codes and standards for the province, position is required to review and assess new proposals in regards to evolving technologies, changing demographics, economic realities and societal needs through research and planning, within guidance from the Safety Codes Council e.g. proposal to sprinkler all single-family dwellings in Alberta, proposal to move from no permits/fees in rural areas to a regulated system of required permits and fees.

### Accountability:

- **E:** Within the general guidance of the Safety Codes Council, position provides legally binding interpretations on the ABC and AFC which has a significant impact on all Albertans. PUR represents the Deputy Minister and provincial policy positions at national forums and at policy bodies such as the Provincial/Territorial Policy Advisory Committee on Codes. Position generally has control of most but not all of the variables which are significant in bringing about the results e.g. all component parts related to health, safety and accessibility in the design, construction and use of buildings, building products, materials or appliances. There is managerial direction toward achievement of specific results through the Executive Director.
- **2:** Results are externally focused and affect all Albertans in providing a safe, healthy and accessible built environment in which to live, work, and play. Position must ensure stakeholders and the public are informed, knowledgeable and agree with the objectives and intents of Alberta Building and Fire Code. Position represents the department and its programs at national forums and at policy bodies such as the Provincial/Territorial Policy Advisory Committee on Codes.
- **P:** The Director Building and Fire Standards, is fully responsible for providing legislation, regulations, codes and standards for the provinces design, manufacturing, construction and building management sectors.

Last Review / Update: 2015-02-05

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# MJEP Benchmark

## Job Description - M420-19

### Identification Section

<b>Working Title:</b>	Director, Building and Fire Standards
<b>Ministry:</b>	Municipal Affairs
<b>Division, Branch/Unit:</b>	Public Safety Division, Safety Services Branch
<b>Reports To:</b>	Executive Director, Safety Services Branch
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The main purpose of this position is to fulfill Alberta's constitutional responsibility to provide legislation, regulations, codes and standards for the provinces design, manufacturing, construction and building management sectors, thereby, providing Albertans a safe, healthy and accessible built environment in which to live, work and play.

This responsibility is achieved through the appointment of this position as the Administrator for the building and fire disciplines as provided for in the Safety Codes Act. In this capacity this position:

- Develops policy recommendations for the Minister and Senior Management Team;
- Represents Alberta and delivers policy positions to nation codes and standards writing bodies;
- Is the senior provincial regulatory official for matters stemming from the Alberta Building Code (ABC) and Alberta Fire Code (AFC) respecting: rulings, interpretations, appeals of orders, variances, quality management systems, designs, technical reports and the suspension and cancellation of permits; and
- Advises the Building Technical Council and Fire Technical Council on relevant department policy, and is guided by the Safety Codes Council in exercising powers incumbent with appointed responsibilities.

### Specific Accountabilities

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**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Provide Albertans a safe, healthy and accessible built environment in which to live, work and play.

Identify and remove barriers to trade and employment in keeping with such documents as the Federal/Provincial Agreement on Internal Trade, the North American Free Trade Agreement and the General Agreement on Tariffs and Trade without compromising the safety of Albertans.

Lead a team of building and fire professionals focused on the mandate and goals of the department and having well defined and achievable results and resources.

Assist the Minister and Senior Management Team achieve government and department goals by providing expert advice and recommendations leading to the development of provincial policy respecting the Alberta Building Code and the Alberta Fire Code.

Represent the Deputy Minister and provincial policy positions at national forums in accordance with agreements such as the Memorandum of Understanding with the National Research Council of Canada, and at policy bodies such as the Provincial/Territorial Policy Advisory Committee on Codes.

Manage the adoption of new or revised editions of the Alberta Building Code and the Alberta Fire Code that have been subjected to stakeholder review and established by the Safety Codes Council following full consideration of stakeholder input and government policy.

Ensure stakeholders and the public are informed, knowledgeable and agree with the objectives and intents of Alberta Building Code and the Alberta Fire Code.

Support appeal hearings and other decision-making activities by the Building Technical Council and the Fire Technical Council are based on full and unbiased disclosure of fact and a thorough understanding of the issues by Council members.

Develop and release legally binding rulings and interpretation in accordance with the Safety Codes Act and regulations that respond to stakeholder and public needs without compromising public safety in the design, manufacture, construction, use, occupancy of new buildings and the maintenance, relocation or demolition of existing buildings.

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## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

### Knowledge Required:

This position is somewhat unique in Canada as it serves as the provincial focal point for what are otherwise two distinct and sometime disparate areas. The two are, the design and construction of new buildings that is the domain of the building department, and the maintenance of existing buildings that is the domain of the fire department. To be successful this position must:

- Demonstrate extensive knowledge of specialized construction and fire safety theories and principles contained in the Alberta Building Code and Alberta Fire Code.
- Have extensive knowledge in more than one functional area including; design, manufacturing, fire-safety engineering, construction, building maintenance and regulation.
- Have in-depth experience in managing diverse activities that will involve the Minister, stakeholders, industry, sector or interest groups, and the general public, on matters where diverse and opposing positions are taken.

### Skills Required:

The specific skills required for this position include:

- This position requires an individual that can demonstrate a good blend of seasoned managerial competency and professional/technical know-how.
- The ability to interpret codes and standards both in program and other areas and to critically analyze the interpretations and opinions of staff and others. This is required as this position must provide definitive and legally binding rulings and interpretations.
- The ability to conduct, independently or through others, research and fact gathering in areas of innovative construction technology and atypical applications of existing technology often involving complex buildings or installations in support of local authorities having jurisdiction. This usually involves a request for a legally binding ruling or variance, or an order to comply.
- The ability to listen constructively and move diverse opinions to a position of consensus.
- Strong written and verbal skills that demonstrate the ability to communicate in an authoritative, clear and effective manner. This is required for drafting new code requirements, preparing technical reports and discussion papers for the Safety Codes Council and drafting correspondence for the Minister and senior department managers. This position must also be able to make presentations to groups of up to several hundred people and conduct audio and on-camera media interviews on sometimes sensitive or controversial issues.

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- Strong leadership qualities adaptable to evolving management styles and team dynamics. This position must be able to foster personal growth and allow team members to achieve their potential, yet recognize the need to assign, review and approve project tasks undertaken in accordance with the legislated responsibilities of the position.

**Essential Work Experience:**

To maximize the potential for success this position must:

- Have ten or more years of management or supervisory experience in position(s) demonstrating increasing responsibility over time.
- Have recent and relevant work experience commensurate with post-secondary education either in a private or public setting that involves the application of building and fire codes.

**Post Secondary Education:**

Bachelor's degree (B.Arch., P.Eng.) or similar, as it is preferable when dealing with design professionals for this position to be able present comparable education and credentials,

**Designation AND/OR Certification Required:**

Professional designation and registration as an architect or engineer and safety codes officer certification are preferred but not required.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The mandate of this work area is to:

- Assist the Minister and Senior Management Team by providing expert advice and recommendations leading to the development of provincial policy respecting the Alberta Building Code (ABC) and the Alberta Fire Code (AFC), and then represent the province and department nationally and provincially to carry forward and implement established policy.
- Provide rulings, interpretations and information bulletins to Alberta's design, manufacturing, construction, and building management sectors respecting matters arising from the ABC and the AFC.
- Work with national and provincial stakeholders and partners in maintaining a strong national core building and fire codes.
- Consult on and develop Alberta specific code requirements deemed necessary owing to unique provincial geographic, demographic and fiscal circumstances.

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- Assist the department and the Safety Codes Council in creating a regulatory environment in which individuals and corporate bodies can fulfill their responsibilities relating to public safety in the design, construction, use, occupancy, relocation and demolition of buildings regulated by the ABC and the maintenance of existing buildings and equipment regulated by the AFC.
- Support the work of the Branches building and fire technical advisors and field staff in providing technical advice to both accredited and non-accredited municipalities, corporations, agencies, safety codes officers, and the public.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

### **Situation:**

Proposal to sprinkler all single-family dwellings in Alberta. This was proposed to the Minister by the fire service and primarily objected to by homebuilders. The challenge was to work with diametrically opposed stakeholders and corresponding division in the Safety Codes Council to develop and implement a public consultation having well defined outcomes that would permit the Minister to render a binding decision for the province.

### **Assistance:**

Peers - strategic planning.

Staff - implementation.

Private consultant - Delivery and report.

### **Situation:**

Direction to implement a building permit regulation and fees for areas under department control where no permit fees had existed previously. Moving from no permits/fees in rural areas to a regulated system of required permits and fees created a major consultation and issues management challenge. Many residents of rural communities viewed this as a cash grab without appreciable safety benefits.

### **Assistance:**

Peers - strategic planning.

Staff - implementation.

Major municipalities - example permit bylaws and fee structures.

Legislative counsel - regulation drafting.

Building and Fire Councils - stakeholder advice and recommendations.

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**Situation:**

Have a series of training programs developed to support the certification of existing and new building inspectors, and identify and arrange for private sector delivery. This was undertaken in anticipation of Safety Codes Act proclamation and prior to Safety Codes Council appointments. All finished material was reviewed and validated in-house.

**Assistance:**

Post secondary institutes - course development and delivery expertise.

Other governments - model training material.

Staff - two training positions.

**Situation:**

Serve as the Officer of the Crown defending against Statements of Claim concerning the acceptance of untreated pine shakes in Alberta. This involved being the department lead in the collection of documents from across government; appearing at Examination for Discovery (19 days, 2,000+ pages of testimony); and appearing at trial.

**Assistance:**

MA Legal Services Branch - advice.

Private legal counsel - advice, preparation, case management.

Other government personnel - support, document contribution and management.

## Relationships/Contacts

(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Minister and senior department managers	Monthly.	Alberta Building Code (ABC) and the Alberta Fire Code (AFC) advice and policy development recommendations.

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Branch technical advisors and field services staff	Daily.	ABC and AFC development, public consultation and publication. Well-informed and knowledgeable stakeholders and the general public. Uniform interpretation and application of codes and standards leading to issue resolution and conformity.
GOA Departments	Monthly.	Successful cross-ministry initiatives. Code compliant GOA construction projects
Building Technical Council, Fire Technical Council and Petroleum Tank Management Association of Alberta	Monthly.	Professional organizations encouraging a safety environment where individuals fulfill responsibilities relating to public safety in the design, construction, use, occupancy, relocation and demolition of new buildings, and maintenance of existing buildings and equipment.
<b>External</b>		
Anyone seeking a binding ABC or AFC ruling, interpretation or variance	Daily.	Rulings, interpretations and variances that comply with the Safety Codes Act and promote flexibility of approach while maintaining appropriate safety.
Anyone requesting a review of a Safety Codes Act order	Weekly.	Orders that are successfully resolved without compromise to the safety objectives of adopted codes and standards.
Anyone involved in the design, construction, and use of buildings, building products, materials or appliances	Daily.	Buildings, including all component parts related to health, safety and accessibility, which support innovation without compromise to the safety objectives of adopted codes and standards.
Provincial associations and stakeholders, i.e. ABOA, AHBA, AFCA, AAA, APEGGA	Monthly.	Authoritative decision-making and technical assistance as a senior provincial authority. Mediated solutions that

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		demonstrate balanced input, consideration of issues and sensitivities.
Safety Codes Officers	Daily.	Authoritative decision-making and technical assistance as the senior provincial building and fire official. Technical advice and support that encourages professional growth.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

As Administrator for the building and fire disciplines. This position is appointed by the Minister to develop and publish legally binding Alberta Building Code and Alberta Fire Code province-wide variances and interpretations that can have a significant impact on Alberta's multi-billion construction industry. Constraints: operational policy to review with the Safety Codes Council before release of province-wide bulletins. Freedom to act on routine single event decisions.

As Administration for the building and fire disciplines. This position is appointed by the Minister to, on request, review orders to comply issued by safety codes officers on any construction project or existing building in Alberta. This position is authorized to confirm, revoke or vary the original order. Constraints: Safety Codes Act governing powers. No constraint on freedom to reach decision.

As Director, Building and Fire Standards. This position is appointed by the Deputy Minister as his representative on the national Provincial/Territorial Policy Advisory Committee on Codes. In this capacity this position represents the Alberta government in directing the efforts of the National Research Council of Canada concerning development of model national building and fire codes suitable for adoption in Alberta. Constraints: Major policy positions only taken with Senior Management knowledge and support. Freedom to act on routine technical and administrative matters.

Last Review / Update: 2015-02-06

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# MJEP

## Benchmark Evaluation - M420-54

### Identification Section

<b>Working Title:</b>	Director, Financial Reporting and Operations
<b>Ministry:</b>	Justice and Solicitor General
<b>Division, Branch/Unit:</b>	Corporate Services
<b>Reports To:</b>	Executive Director, Financial and Business Services Branch
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-54
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### [Organization Chart](#)

(requires login)

### Job Summary

Reporting to the Executive Director, Financial and Business Services, the Director, Financial Reporting and Operations leads the delivery of comprehensive financial reporting and accountability services that support the Ministry in achieving its three-year business plan goals. This Director provides direction to the preparation and analysis of quarterly and annual financial statements and reports that form key components of the Ministry's annual report. In addition to ensuring the Ministry's financial statements are complete and accurate, the Director provides strategic financial consultation and advice to senior Ministry representatives on critical financial policies and approaches.

The Director is also accountable for the effectiveness of the Ministry's financial practices and operations, including providing leadership to ensure appropriate financial and internal controls are established and relevant accounting officer functions are carried out. The maintenance and security of the Ministry's financial systems are also the responsibility of the Director. In addition, this position directs the provision of accountability services relating to various grants, including the Municipal Policing Assistance Grants, the Alberta Law Enforcement Response Teams (ALERT), Victims of Crime grants, Crime Prevention grants.

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Strategic direction is provided to ensure that Ministry representatives and stakeholders have access to comprehensive financial advisory services for new program initiatives, new accountability reporting initiatives, and the financial management of grants.

## Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 43% 175	E3+C 175	750

Short Profile: B

## Evaluation Rationale

- **Know-How:**

- **Content Know-How**

- **F:** The Director requires broad and comprehensive knowledge of accounting and financial management and reporting theories and concepts, including GAAP, PSAB, Generally Accepted Auditing Standards, as well as applicable Government and Ministry policies, guidelines and directives, financial control mechanisms and best practices associated with financial accountability, continuous improvement and quality assurance. The position requires knowledge of the relevant legislation, regulations and policies and Government strategic and policy directions as they relate to the Ministry's mandate and initiatives with respect to addressing financial issues.

- **Business and Leadership Know-How**

- **II:** The Director is required to provide leadership and direction to a small group of professionals that are responsible for varied and diverse financial reporting and accountability processes for the Ministry including financial reporting and analysis, financial systems administration, and financial related services related to provision of various Ministerial grants.

- **Human Relations Know-How**

- **3:** The Director leads, supports and motivates unit staff members, involving them in business and operational planning as appropriate and communicating Ministry and Government goals, priorities and processes. This position is required to provide well-researched, balanced and substantiated financial information and expertise to the Executive Committee, Ministry business areas and stakeholders. This position provides consultation, advice and recommendations to senior Ministry Officials that significantly affect strategic financial decisions with the potential for considerable impact on Ministry representatives, grant-funded organizations, and stakeholders in terms of the allocation and appropriate use of financial resources.

- **Problem Solving:**

- Content is diverse and complex. The Director is required to address situations that are unstructured and innovative approaches are used to solve problems, particularly in relation to the development of fiscal accounting, reporting and

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accountability processes to meet new or evolving program delivery requirements. The position must demonstrate strategic, critical thinking, and analytical skills, including ability to analyze variety of inputs and risks in order to make decisions that are aligned with the Ministry and Government business plans. Although this position works with the framework of general policies and principles to determine unit goals and objectives, this position has extensive authority to plan and direct programs and develop related financial controls, systems and procedures that respond to the unique requirements of the Ministry.

- **Accountability:**

- **Freedom to Act**

- **E:** The Director is accountable for the overall success of the Ministry's financial reporting and accountability processes at the operational and Ministry levels within a general framework. The position is responsible for ensuring that the Ministry's financial statements are complete and accurate, that the Ministry effectively uses financial practices and operations, including providing leadership to ensure appropriate financial controls are established and relevant accounting officer functions are carried out appropriately. The position is required to provide strategic direction to ensure that Ministry representatives and stakeholders have access to comprehensive financial advisory services for new program initiatives, new accountability reporting initiatives and the financial management of grants.

- **Magnitude**

- **3+:** The Director defines priorities and objectives for the Financial Reporting and Operations unit including directing operations and associated resources to achieve goals and results. Results of this unit affect a large ministry and external stakeholders from a financial grants perspective, and are used to report on the ministry's business plan.

- **Impact**

- **C:** This position requires the ability to utilize professional judgement and decision-making skills, including the ability to represent the Ministry on committees and cross-ministry initiatives involving strategic information and make recommendations involving politically sensitive information. The position provides a financial support service to the ministry in order to ensure compliance with government reporting requirements.

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**Last Reviewed:**

Last Review / Update: 2016-03-11

# MJEP Benchmark

## Job Description - M420-54

### Identification Section

<b>Working Title:</b>	Director, Financial Reporting and Operations
<b>Ministry:</b>	Justice and Solicitor General
<b>Division, Branch/Unit:</b>	Corporate Services
<b>Reports To:</b>	Executive Director, Financial and Business Services Branch
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Financial Reporting and Operations unit assists the Ministry to fulfill accountability responsibilities under the *Financial Administration Act* and the *Government Organization Act* by:

- developing and preparing Ministry financial statements;
- reviewing the effectiveness of financial internal controls to ensure that accurate, valid, and reliable information is available for analysis and reporting purposes;
- ensuring financial transactions are in compliance with applicable legislation, standards, and policies; and
- providing advice to senior management on accountability issues, including expertise and support for the development and continual enhancement of the Ministry's financial accountability framework.

Reporting to the Executive Director, Financial and Business Services, the Director, Financial Reporting and Operations leads the delivery of comprehensive financial reporting and accountability services that support the Ministry in achieving its three-year business plan goals. This position provides direction to the preparation and analysis of quarterly and annual financial statements and reports that form key components of the Ministry's annual report. In addition to ensuring the Ministry's financial statements are complete and accurate, the Director provides strategic financial consultation and advice to senior Ministry representatives on critical financial policies and approaches.

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This position is also accountable for the effectiveness of the Ministry's financial practices and operations, including providing leadership to ensure appropriate financial and internal controls are established and relevant accounting officer functions are carried out. The maintenance and security of the Ministry's financial systems are also the responsibility of the Director. In addition, this position directs the provision of accountability services relating to various grants, including the Municipal Policing Assistance Grants, the Alberta Law Enforcement Response Teams (ALERT), Victims of Crime grants, Crime Prevention grants. Strategic direction is provided to ensure that Ministry representatives and stakeholders have access to comprehensive financial advisory services for new program initiatives, new accountability reporting initiatives, and the financial management of grants.

In addition to overseeing the establishment, review and continual enhancement of relevant Ministry accounting and financial policies, the Director ensures adherence to relevant Government policies and directives. This position develops and maintains collaborative working relationships with senior representatives of the Office of the Auditor General, the Office of the Chief Internal Auditor, Finance and Enterprise, and other departments on matters relating to the Ministry's financial reporting and operations. Balancing and responding to the diverse and often competing interests, expectations and requirements of Ministry business areas, stakeholders and service providers is an ongoing requirement for the Director.

This position is also responsible for enhancing management reports available to the senior management, including centre management reporting and major litigation reporting.

The Director manages unit operations and ensures resources are planned and directed to effectively and efficiently deliver outcomes. In addition to developing, implementing and evaluating strategies and processes for the achievement of key outcomes, the Director guides and mentors staff members as they contribute to defining and achieving the mandate and goals of the Financial Reporting and Operations unit.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

- 1. The Ministry financial reporting and analysis program complies with relevant legislation, policies, guidelines and standards; aligns with the Ministry accountability framework; and supports and enables Ministry**

**representatives to effectively and efficiently implement programs and services in accordance with business plan goals.**

Directs development, analysis and dissemination of monthly, quarterly and annual financial reports and statements for individual business areas and the consolidated Ministry.

Provides Ministry officials and Executive Committee representatives with financial accounting information advice and recommendations regarding the appropriate use of financial resources entrusted to them.

Directs development and analysis of various reports relating to Ministry expenditures and financial activities (i.e. MLA expenditure reporting; hosting report; international travel; Agreement on Internal Trade).

Directs provision of financial advisory services relating to new program and accountability reporting initiatives, including the design, implementation and evaluation of related systems and processes.

Leads development of the Ministry's audit strategies and responses to the Office of the Auditor General and Corporate Internal Audit Services; ensures that systems and financial audit issues are addressed through coordination of unit and program area activities; liaises with a multitude of cross-ministry audit teams to develop consistent and coherent financial reporting approaches across the Government.

Overseas provision of comprehensive financial advice and guidance to business areas and program managers to facilitate the efficient and effective delivery of programs and financial accountabilities.

Provides strategic direction for the operation of the Institutional Trust Account, including integration of trust reporting requirements with Ministry financial reports.

**2. Ministry grants are administered and controlled in accordance with the government accountability framework and relevant legislation, policies, guidelines and standards.**

Provides strategic direction for comprehensive financial advisory, accountability and administration services relating to provision of various Ministerial grants (i.e. Municipal Policing Assistance Grants; Alberta Law Enforcement Response Teams; Victims of Crime program, Crime Prevention and Restorative Justice) ensuring compliance with Ministry Grants Regulation.

Implements and enhances financial and performance management for departmental grants.

Develops and negotiates grant agreements, and maintains ongoing liaison with municipalities and non-profit organizations receiving grants.

**3. Ministry financial policies, internal controls and financial systems are developed, implemented, monitored and continually enhanced.**

Develops internal policies and procedures to ensure efficient and effective financial administration control and accountability.

Directs activities to ensure accountability, sound financial management and compliance with financial policies in manner consistent with the Financial Administration Act, Treasury Board directives, Generally Accepted Accounting Principles (GAAP), and Public Service Accounting (PSAB) handbooks (i.e. payroll review; procurement card analysis).

Oversees Expenditure Officer responsibilities within the Ministry in accordance with the Financial Administration Act, Government Accountability Act, and Government Organization Act to ensure appropriate management and control of financial resources.

Directs development, maintenance and continual enhancement of processes and systems pertaining to financial reporting within IMAGIS to ensure appropriate maintenance and administration of the system and the accuracy, security and integrity of financial information.

Represents the Ministry on cross-ministry and Government committees and working groups involving the streamlining and alignment of financial reporting policy.

4. **Financial Reporting and Operations unit operations are planned and managed to deliver outcomes associated with business and operational plans and performance agreements.**

Activities:

Leads, supports and motivates unit staff members, involving them in business and operational planning as appropriate and communicating Ministry and Government goals, priorities, and processes.

Plans and directs efficient and effective use of financial and staff resources to support achievement of unit goals.

Directs unit activities, including prioritizing responsibilities; identifying and resolving issues; clarifying roles and responsibilities; and overseeing planning, allocation and delivery of programs and initiatives.

Recruits, mentors, and manages highly skilled, professional staff and supports their participation in learning opportunities, achievement of performance plans, and development of skills and knowledge.

5. **The Assistant Deputy Minister is supported in achieving the mandate and goals of the branch, division, and Ministry.**

Directs preparation of relevant briefing materials, including information for the Minister and Deputy Minister as required for appearances before Treasury Board and other committees (e.g. Public Accounts Committee).

Provides advice and consultation relating to issues, opportunities and challenges associated with financial reporting and operations programs and strategic initiatives, including preparation of responses to action requests and questions raised during legislative sessions.

Contributes to strategic and business planning and reporting activities at the branch, division and Ministry levels.

Collaborates with branch and division staff to ensure coordination and integration of functions and services.

Establishes and maintains effective working relationships with Ministry and Government representatives, clients, stakeholders and service providers.

Represents the branch and Ministry on cross-ministry, Government-wide and/or stakeholder working groups and committees with diverse mandates and responsibilities, particularly in relation to financial accounting, reporting and accountability matters.

Enhances strategic reporting available to senior management team, e.g. Centre Management Reports; Litigation Management Report; Accounting Officer reports.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

The Director requires broad and comprehensive knowledge of:

- accounting and financial management and reporting theories and concepts, including GAAP, PSAB, Generally Accepted Auditing Standards, as well as applicable Government and Ministry policies, guidelines and directives
- financial control mechanisms and systems
- relevant legislation, regulations and policies (i.e. Financial Administration Act, Government Accountability Act, Government Organization Act, Fiscal Responsibility Act, Freedom of Information and Protection of Privacy Act, Treasury Board Directives; Grant Regulation)
- Government strategic and policy directions as they relate to the Ministry mandate and initiatives
- Ministry business plans, programs, mandates, and initiatives and related financial issues
- strategic, business, operational, fiscal and human resource planning and accountability processes used in the Ministry and Government
- the political environment within which the Ministry operates and decision-making processes of Government

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- clients and stakeholders affected by Ministry legislation, policies, and initiatives, including relevant committees, advisory groups, and senior representatives
- best practices associated with financial accountability, continuous improvement, and quality assurance
- thorough knowledge of business-related software and automated financial systems

A university degree in a related discipline, supplemented by a professional accounting designation, is required.

In addition, the Director requires extensive experience:

- in progressively responsible financial positions involving a wide scope of programs
- with large, diversified service-oriented financial operations, including experience with complex financial systems
- dealing with senior and executive managers concerning strategic, financial reporting and policy, accountability, and program-related issues

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The Director requires significant and demonstrated:

- interpersonal and relationship management skills to consult and negotiate with diverse clients and stakeholders with varying perspectives, expectations, requirements, and priorities and build collaborative working relationships within the Ministry, across Government, and externally with stakeholders and partners
- leadership skills to manage complex financial reporting and accountability issues; provides financial advice to diverse and complex programs; and function at the strategic level while simultaneously leading staff members and cross-functional teams involved with specific initiatives and projects
- influencing skills to promote innovation and motivate senior Ministry representatives to accept and adopt new concepts
- conflict resolution skills, including ability to build consensus
- verbal and written communication skills, including ability to develop and deliver presentations to key decision-makers and stakeholders
- strategic, critical thinking, and analytical skills, including ability to analyze variety of inputs and risks and make decisions that are aligned with Ministry and Government business plans

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- professional judgment and decision-making skills, including ability to represent Ministry on committees and cross-ministry initiatives involving strategic information and make recommendations involving politically sensitive information
- human resource management skills, including commitment to team building, coaching, and motivating staff members
- commitment to continual process improvement and re-engineering principles and practices
- organizational and project management skills, including ability to respond to tight time frames and meet schedules of central agencies and various committees

The Director leads the activities of staff members delivering varied and diverse services. These individuals rely on the Director to provide leadership and direction to ongoing operations and for major initiatives and projects. This position models a highly collaborative approach when reaching decisions and achieving outcomes, both within the Ministry and when interacting with senior representatives of other ministries, service providers, and stakeholders. The Director is continually called up to represent the Ministry in cross-ministry committees and task teams for complex financial issues. Considerable leadership, professional judgment, and negotiation skills are required to collaborate with a wide range of management styles and provide support for the implementation of strategies initiated at the executive level.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The Director develops, evaluates and continually enhances policies, systems and processes for the delivery of financial reporting and operations services to support the Ministry in achieving its business goals. The work content is diverse and complex, with the Director having a broad frame of reference toward functional objectives. Situations faced are generally unstructured and innovative approaches are required to solve problems, particularly in relation to the development of fiscal accounting, reporting and accountability processes to meet new or evolving program delivery requirements.

This position must not only be sensitive to the relationship of the Ministry and Government to stakeholders, but also demonstrate excellent judgment and diplomacy given the politically and financially sensitive issues dealt with. The Director is relied on to reconcile the often conflicting perspectives, requirements and priorities of Ministry and Government representatives while developing consensus to deliver required outcomes. The ability to influence decisions, approaches and directions at senior levels is essential.

Considerable judgment is required to determine and communicate priorities and direct workload to successfully achieve results. Human resource management is a key challenge given the diversity of functions directed, with the Director developing

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and implementing staff development initiatives, recruitment and retention strategies, and succession plans as key tools to ensure that appropriate knowledge and skills are available to meet operational requirements.

Challenges faced by the Director include:

- determining how to collect, analyze and present complex financial information to meet requirements of the Executive Committee and program managers, taking the perspectives and decision-making objectives of particular audiences or clients into account
- resolving complex reporting issues pertaining to financial statements and schedules, including consulting with auditors, Alberta Finance and Enterprise, Treasury Board, and other ministries and applying knowledge of legislation and policies to interpret and resolve complex financial accounting and reporting issues
- developing and organizing financial accounting and reporting processes to meet new or evolving requirements, including the introduction of new accounting standards and interpretations
- directing implementation of IMAGIS upgrades, enhancements and related projects for the Ministry, including provision of training, management of business continuity impacts and modification of processes to adapt to new systems
- directing development, review and continual enhancement of Ministry policies and practices to enhance financial accountability and internal controls, including systems to manage and monitor contract and grant agreements
- overseeing development and implementation of internal computer systems to enhance the collection and presentation of financial accounting information for senior Ministry officials
- developing innovative approaches to new and existing grant programs and ensuring accountability for grants provided to municipalities and non-profit agencies.

The Director functions within the context of policies, directives, and guidelines developed by Alberta Finance and Enterprise, Treasury Board, and Cabinet. Government policies and statutes provide the mandate for the major outcomes expected of the Financial Reporting and Operations unit. Key pieces of legislation and policy that set parameters and expectations for the work of the Director include the Government Accountability Act; the Financial Administration Act; Government Organization Act and policies and guidelines established by Cabinet and Alberta Finance and Enterprise with the input of the Auditor General, the Minister, and the Deputy Minister. In addition, the Assistant Deputy Minister is available for consultation and guidance as necessary.

Within these parameters, the Director is delegated extensive authority to determine approaches to responsibilities and provide leadership to operations. Although the Director works within the framework of general policies and principles to determine unit goals and objectives, there is extensive authority to plan and direct programs and develop related financial controls, systems and procedures that respond to the unique requirements of the Ministry.

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## Relationships/Contacts

(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)

Clients	Frequency	Nature & Purpose of Contact
<b>Internal to our Ministry</b>		
Assistant Deputy Minister, Corporate Services	Regular contact	Provide strategic financial advice for the effective resolution of complex issues; develop financial policies and provide advice on related matters; obtain direction on sensitive or unusual issues
Executive Directors and Directors from throughout the Ministry	Regular and ongoing	Provide advice on financial reporting and accountability issues; implement solutions and resolve audit issues; collaborate on initiatives, projects and plans; ensure that Financial Reporting and Operations unit provides value-added and high quality consultation services and information
Executive Committee	As required	Provide consultation and exchange financial information; ensure financial reporting and operations plans and strategic directions are comprehensive and representative of Ministry priorities
<b>External to our Ministry</b>		
Office of the Auditor General / Corporate Internal Audit Services	Regular and as required	Participate in the annual audit of Ministry operations and financial statements; resolve audit inquiries and direct implementation of recommendations

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Senior representatives of other ministries (i.e. Alberta Finance and Enterprise; Service Alberta)	Regular and ongoing	Exchange information on policies and financial reporting and control issues; ensure compliance with relevant guidelines; address policy concerns and resolve outstanding issues; establish rapport and credibility; lobby for favourable outcomes regarding Ministry concerns; represent Ministry interests and perspectives
IMAGIS team	Ongoing	Support planning of new modules and upgrades; approve Ministry implementation of IMAGIS upgrades, enhancements and quick wins projects; resolve operational or reporting issues
Peers within other ministries	Ongoing	Develop partnerships and collaborative working relationships; identify and exchange best practices; discuss and determine solutions to common issues relating to financial reporting and operations
Municipal contacts (e.g. Chief Administrative Officers) and senior management in non-profit agencies (e.g. CEO of ALERT Ltd.)	Ongoing	Develop partnerships and collaborative working relationships with regards to grant agreements, ongoing reporting and performance management, resolution of issues and concerns

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

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Long-term direction for the Financial and Business Services branch is determined by senior Ministry officials, with relevant legislation, regulations, and policies providing the broad framework for operations. The work carried out is complex and affected significantly by political decisions and priorities established in the Government and Ministry strategic business plans. As a member of the Corporate Services Division management team, the Director is jointly responsible for achieving branch and division goals and outcomes and contributing to the achievement of relevant Ministry and Government goals. The Director defines priorities and objectives for the Financial Reporting and Operations unit and directs operations and associated resources to achieve goals and results.

The Director is accountable for the overall success of the Ministry's financial reporting and accountability processes at operational and Ministry levels within a general framework. The results achieved by this position allow business areas to achieve business plan goals by facilitating the efficient and effective delivery of program and financial accountabilities and supporting the appropriate use of financial resources entrusted to the Ministry.

The Director is also responsible for the delivery of accurate and complete financial reporting for the Ministry as required by legislation. Through leadership of staff members, this position ensures comprehensive financial reporting, financial policy development, and financial accountability and advisory services are provided for the Ministry. In addition, the strength of the Ministry's financial controls relies heavily on the execution of legislated responsibilities by Ministry Expenditure Officers, with the Director accountable for ensuring Expenditure Officers comply with relevant policies and consistently perform associated responsibilities through provision of training, advisory and monitoring services.

This position is expected to provide well-researched, balanced and substantiated financial information and expertise to the Executive Committee, Ministry business areas and stakeholders. The consultation, advice and recommendations provided to senior Ministry officials can significantly affect strategic financial decisions with potential for considerable impact on Ministry representatives, grant-funded organizations, and stakeholders in terms of the allocation and appropriate use of financial resources.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M42Z2-56

### Identification Section

<b>Working Title:</b>	Director, Executive Operations
<b>Ministry:</b>	Cross-Government Common Role
<b>Division, Branch/Unit:</b>	
<b>Reports To:</b>	Deputy Minister
<b>Levels to D.M.:</b>	1
<b>Job Description:</b>	M42Z2-56
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Organizational Context

*The Director, Executive Operations (Director) reports to the Deputy Minister (DM) and is the main point of contact for the Deputy Minister's Office (DMO). The Director acts as the liaison and key resource for strategic support, advice and assistance to ministry staff, the Minister's Office(MO) and Minister's Chief of Staff, Executive Council and other ministry DMOs.*

*As a member of the ministry executive team and a trusted advisor to the DM, the position contributes to the overall planning and strategic direction for the ministry by providing the interface between the political and operational functions of the ministry and the MO. Success in the position is dependent on providing effective leadership to align ministry initiatives with government priorities. The Director plays an active role in networking and facilitating key internal and external stakeholder relationships that can have province-wide scope, however the accountability for the outcomes that arise from those relationships, partnerships and programs reside primarily with the Deputy Minister and Assistant Deputy Ministers.*

*The position provides leadership to the DMO and leads a team of management, professional, executive support and administrative staff. The position also contributes to government-wide coordination as a member of the Executive Operations Network.*

*The size and scope of the ministry, the number of multiple related but distinct programs, the sustained intensity of high profile/sensitive issues, and the extent of interaction with a wide range of diverse stakeholder groups (external service*

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*providers, public agencies, boards and commissions (ABCs), industry players) with competing needs/interests characterize Director, Executive Operations positions with significant complexity and impact on outcomes. These positions have accountability for ministry-wide policy synchronization.*

## Job Overview

**Overarching Outcome:** Effective leadership to ensure that ministry initiatives are aligned with overall GOA and ministry mandate. Position also coordinates department operations and DM accountabilities through the development, implementation, and continual enhancement of effective strategies, processes and working relationships.

The Director provides strategic support, advice and assistance to the DM in the leadership of the ministry. A key accountability is to ensure the DM is fully apprised of issues, initiatives, and stakeholder concerns through necessary briefings, backgrounders, critical assessments and recommendations.

The Director enables alignment of the ministry priorities with overall mandate, integrates and supports ministry initiatives with other government departments, external agencies, and reporting entities. This involves identifying and resolving complex issues and problems on behalf of the DM and requires collaboration with diverse stakeholders. At this level the Director identifies and analyzes potential opportunities and impacts against risks and challenges to ensure mitigation plans are in place for strategic planning. As a member of the Executive Team, the Director provides advice and counsel to executive team members and other senior department staff. The Director is a key link between the MO and the ministry and works closely with the Minister's Chief of Staff in resolving issues raised by the MO.

The Director manages the DMO including the Policy Integration/Policy Coordination, Issues Management, and Ministerial Correspondence units. The Director ensures strong working relationships are developed with stakeholders to support collaborative issue resolution that aligns with the ministry's and the Government of Alberta's strategic direction and priorities.

## Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 43% 175	E+3C 175	750

Short Profile: B

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## Evaluation Rationale

- **Know-How:**

- **F:** This role requires in-depth knowledge of government structure, operations, decision-making processes, policy cycle, and legislative processes. Position must also understand the business of the ministry, that is, its mandate, key initiatives, programs, goals, relevant legislation, governance, and practices in order to support the implementation of strategic plans and ministry initiatives. The role possesses expertise of the principles and practices of policy and legislative processes, issues management, ministerial correspondence and applies in the development and implementation of operational strategies and processes. The F level is reflective of the wide breadth of professional expertise required to navigate a broad range of strategic issues in the public sector.
- **II:** Position must integrate and align business plans goals and objectives from various divisions to support the execution of ministry strategy and the achievement of target outcomes. Although the position is not directly accountable for the functional diversity that comes with leading operations within the ministry; the II rating is supported as there is a requirement to integrate several complex functions across several groups. Position synchronizes policy and overarching initiatives, integrates stakeholders' interests, builds sustained linkages, and ensures coordinated planning and decision making takes place.

At this level the Director takes a leadership role to enable strategy implementation, often working across ministries and/or in close collaboration with external partners or stakeholders, as well as with ADMs and other ministry leaders. Position actively and independently participates in moving ministry and cross-ministry initiatives forward leading both issues management and policy synchronization.

- **3:** Position influences the actions and decisions of the Minister, DM and executive team in the provision of strategic advice and consultation. As a key spokesperson on behalf of the DM, the position must present the ministry's direction and position on issues to various stakeholders and vice versa. Position also influences the work of executive assistants in the ministry ADM's Offices.

- **Problem Solving:**

- **E 4 43%:** The Director operates within a well-defined strategic frame of reference; however, exercises a high degree of judgement and interpretation in resolving a wide range of complex issues. Position requires considerable analytical, interpretive and evaluative thinking to synthesize a diversity of information and to anticipate the impact of the

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ministry's actions and initiatives. Position interprets and articulates strategic direction for the ministry, and applies that context in the interpretation, analysis and resolution of issues brought before the DMO. Position responds to emerging issues in the context of the strategic direction provided by the DM and the ministry strategic plans. Considerable time is spent addressing problems and supporting decision-making processes in the ministry to achieve resolutions that align with ministry priorities and direction. The 50% rating is not supported as position has access to the Executive Operations Network and program SMEs for assistance and is not solely accountable for solutions/strategy/program development.

- **Accountability:**

- **E+:** The Director contributes directly to the development of strategic plans and is accountable for resolving issues raised before the DM, with autonomy to make binding decisions on behalf of the DM on issues that are clearly aligned to the DM's direction. Position has the freedom to develop, establish, and operationalize issues management strategies and policy synchronization frameworks. The role has a significant impact on how initiatives and programs are developed, strategically planned and organized, and consultation with stakeholders within the scope of the role. The push on the E reflects the independence in synchronizing overall ministry initiatives and policies for a coordinated approach at the ministry level.
- **3:** The 3 recognizes influence on both internal and external stakeholders (including partners, industry and public) who are affected by the decisions and actions of the position. Internally, the Director has influence on the entire ministry. While the ministry's programs may affect a larger segment of the population, the effect of external relations of the Director role is primarily directed at a limited number of stakeholder groups and affects a relatively small segment of the population.
- **C:** Position supports the activities of the ministry by providing issues resolution, facilitation and implementation of strategic plans, and the space and process to optimize executive decision making.

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**Last Reviewed:**

Last Review / Update: Working title updated 2023-10-06

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# MJEP Benchmark

## Job Description - M42Z2-56

### Identification Section

<b>Working Title:</b>	Director, Executive Operations
<b>Ministry:</b>	Cross-Government Common Role
<b>Division, Branch/Unit:</b>	
<b>Reports To:</b>	Deputy Minister
<b>Levels to D.M.:</b>	1

### Organizational Context

*The Director, Executive Operations (Director) reports to the Deputy Minister (DM) and is the main point of contact for the Deputy Minister's Office (DMO). The Director acts as the liaison and key resource for strategic support, advice and assistance to ministry staff, the Minister's Office (MO) and Minister's Chief of Staff, Executive Council and other ministry DMOs.*

*As a member of the ministry executive team and a trusted advisor to the DM, the position contributes to the overall planning and strategic direction for the ministry by providing the interface between the political and operational functions of the ministry and the Minister's Office. Success in the position is dependent on providing effective leadership to align ministry initiatives with government priorities. The Director plays an active role in networking and facilitating key internal and external stakeholder relationships that can have province-wide scope, however the accountability for the outcomes that arise from those relationships, partnerships and programs reside primarily with the DM and Assistant Deputy Ministers (ADMs).*

*The position provides leadership to the DMO and leads a team of management, professional, executive support and administrative staff. The position also contributes to government-wide coordination as a member of the Executive Operations Network.*

*The number of multiple related but distinct programs, the sustained intensity of high profile/sensitive issues, and the extent of interaction with a wide range of diverse stakeholder groups (external service providers, public agencies, boards and commissions (ABCs), industry players) with competing needs/interests characterize Director positions with significant complexity and impact on outcomes. These positions have accountability for ministry-wide policy synchronization.*

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## Role Overview

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

**Overarching Outcome:** Effective leadership to ensure that ministry initiatives are aligned with overall GoA and ministry mandate. Position also coordinates department operations and DM accountabilities through the development, implementation, and continual enhancement of effective strategies, processes and working relationships.

The Director provides strategic support, advice and assistance to the DM in the leadership of the ministry. A key accountability is to ensure the DM is fully apprised of issues, initiatives, and stakeholder concerns through necessary briefings, backgrounders, critical assessments and recommendations.

The Director enables alignment of the ministry priorities with overall mandate, integrates and supports ministry initiatives with other government departments, external agencies, and reporting entities. This involves identifying and resolving complex issues and problems on behalf of the DM and requires collaboration with diverse stakeholders. At this level the Director identifies and analyzes potential opportunities and impacts against risks and challenges to ensure mitigation plans are in place for strategic planning. As a member of the Executive Team, the Director provides advice and counsel to executive team members and other senior department staff. The Director is a key link between the MO and the ministry and works closely with the Minister's Chief of Staff in resolving issues raised by the MO.

The Director manages the DMO including the Policy Integration/Policy Coordination, Issues Management, and Ministerial Correspondence units. The Director, ensures strong working relationships are developed with stakeholders to support collaborative issue resolution that aligns with the ministry's and the Government of Alberta's strategic direction and priorities.

## Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

1. **Coordinate the development and implementation of Ministry mandate, initiatives, and projects and the continual enhancement of Ministry operations.**

Provide advice, consultation and coordination on policy and legislative processes by applying a holistic picture of strategic and program policy and business operations. This accountability ensures policy initiatives and legislative plans are integrated and coordinated to ministry priorities.

Participate as an Executive Team member, to identify issues, trends, opportunities, challenges, and impacts and provide leadership within the organization to further the strategic agenda for government. The Director creates opportunities to facilitate new and innovative solutions related to the ministry's mandate.

At this level the Director supports DM strategic direction and Executive Team members on challenging systemic, cultural and/or politically complex issues with province-wide economic or social impact. Issues are distinguished by leadership knowledge required in political mandates, relationships with strategic ministry partners, ministry-wide business process changes and organizational renewal, or implementation of Premier's mandates.

Coordinate policies, programs, projects and initiatives within the ministry by applying insights on ministry capacity and operations to project plans, new strategies and implementation.

Work collaboratively with the offices of the Minister, ADMs and Executive Directors to manage issues and projects to achieve ministry's business plan goals and objectives.

Work with Communications Branch to ensure all messages and communications on ministry initiatives are consistent and aligned with broader government priorities.

Coordinate ministerial initiatives assigned to the ministry, including serving as the primary resource to the MO and DMO for status updates, information exchange, and approaches to plan, manage, communicate and evaluate initiatives and projects.

Track and report on ministry priorities and relationships to the broader government agenda.

## **2. Support the Deputy Minister in achieving the mandate, goals and operations of the Ministry.**

Provide support and recommendations for issues, opportunities, and challenges associated with business and operational planning, and policy and program development.

Provide strategic analysis and advice, keeping the DM current on the status of existing and potential issues and trends.

This is accomplished through a review of incoming information from internal and external sources, environmental scanning, analysis, awareness of political sensitivities, and discussions with key stakeholders.

Develops strategic options, comprehensive policy advice, papers, recommendations and perspectives relating to issues and opportunities that are provided to the DM and Executive Team.

Compile comprehensive briefing materials for meetings with the Minister, other DMs, stakeholders, and the public.

Advise on business process enhancement initiatives and improvement opportunities by noting changing business needs, best practices, and industry trends.

Support the DM by taking on specific assignments, attending meetings, and responding directly to inquiries from the Minister, ministry staff, and key stakeholders.

Action DM's decisions for continuity of business initiatives and clarifying direction.

Initiate critical conversations to keep momentum on priority issues, and ensures follow up with Executive Team, DM and/or MO.

Brief the office of the DM of Executive Council (DMEC) on current ministry issues.

Provide secretariat support to cross-ministry committees, government wide and external committees, representing Ministry and/or Government perspectives.

Assist in communicating the ministry's vision and mission and influencing organizational culture.

### **3. Establish and oversee strategies and processes that enable effective issues management.**

Lead the development and implementation of issues management strategies to efficiently coordinate ministry-wide issues.

Lead the development and implementation of issues management processes that facilitate communications and information flow between the DMO, the MO, ADM offices throughout the Ministry and with stakeholders.

Provide advice, recommendations, and alternative solutions and strategies to the DM, MO through the MO Chief of Staff, and Executive Team on current and emerging issues.

Identify and manage urgent or politically sensitive matters for the DM and MO, ensuring the appropriate research, background information, and recommendations are available to support resolution.

Coordinate and manage background research materials for the Minister and DM, providing briefings as required to ensure the Minister and DM are fully prepared and briefed for meetings and events.

### **4. Oversee the effective operation of the Deputy Minister's Office.**

Provide leadership to the Issues Management and the Ministerial Correspondence Units.

Review action request responses to ensure content quality, accuracy, completeness, political sensitivity and reflection of department policy or position.

Lead and manage the operations of the DMO, including staffing needs and performance management processes.

Manage and control the DMO budget to ensure accountability.

Build cross-divisional linkages at the ADMs and Executive Directors and sustain systemic conversations, increasing intra-ministry integration, in addition to supporting the enhancement of policy capacity within the ministry.

## Job Requirements

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

- University degree in a related field supplemented by a minimum of eight years of progressively responsible experience in issues management in a public sector organization.
- Experience with political/public service environment and knowledge of GoA policy development cycle, decision-making process, and legislative procedures, as well as legislative agendas, priorities of other governments and their likely impact on Alberta priorities.
- Experience with identifying key issues, including legal implications, risks, and risk mitigation strategies.
- Experience giving advice, including deep understanding of the importance of defining the problem, developing solutions and analyzing the solutions so that robust decision-making can occur.
- Experience working in a multifaceted, fast-paced environment, using well developed verbal and written communication skills in the transfer of information to inform and influence executives and senior officials.
- Strong change management, project management, and organizational skills, including managing a number of complex issues simultaneously and still delivering on results.
- Knowledge of Freedom of Information and Protection of Privacy legislation, policies, and procedures.
- Knowledge of GoA decision making processes, standards, systems, and protocols.
- Strong knowledge of GoA strategic and operational business planning goals and processes, including reporting and evaluation.
- Political acumen and understanding of Alberta's political system, GoA mandates and related policies, and government structure.
- Understanding of the business of the ministry including knowledge of various stakeholder groups and familiarity with issues, trends and directions.
- Mediation or conflict resolution training an asset.

## Behavioural Competencies

- **Systems Thinking** – the Director is able to see both the big picture and details, understanding the whole system and recognize linkages between the two. Must be able to ask questions and bring others to a discovery of the system and how their pieces interact with the whole. Must be able to evaluate broad reaching impacts and use this knowledge to inform progress.

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- **Drive for Results** – The Director provides strategic advice to the Minister, DM, Executive Team, ministry staff and external stakeholders. Position forecasts potential challenges with implementation and negotiates major issues in advance. Must hold true to principles and confront problems directly, taking steps to rectify problem situations. The Director uses knowledge of the overall organization to improve performance and initiates actions to optimize resources for the achievement of improved results.
- **Develop Networks** – It is critical that the Director quickly establish credibility and initiates relationships with a broad range of people in unfamiliar environments, nurturing these relationships to build trust. The Director must invest effort in ensuring colleagues, client and stakeholder needs are heard and that there is a shared understanding of context and space for information sharing.
- **Creative Problem Solving** – The Director must be able to combine different approaches and perspectives across the ministry and from other ministries, creating a safe space for people to think creatively. The Director must be able identify barriers to creativity and propose viable solutions.
- **Agility** – The Director must be able to adapt quickly to the changing landscape and priorities, foster agility in others, create processes and opportunities that encourage proactive and flexible practices across the ministry, inter-ministry and with external stakeholder. The Director must be able to anticipate, evaluate and proactively address organizational barriers to agility.
- **Build Collaborative Environments** – Builds consultative and collaborative working relationships and partnerships in the ministry, across government and with stakeholder organizations to develop and advance coordinated policy options. The Director must promote sharing of expertise among wide-ranging teams to achieve ministry outcomes. Must bring the right people together, create conflict-resolving environment to high-level goals to motivate and guide other to achieve results.
- **Develop Self and Others** – The Director must stay ahead of the curve and apply emerging approaches and or technologies. Must have an ability to create, support, and sustain a work environment that enables staff to achieve results and build skill capacities for the future.

Last Review / Update: Working title updated 2023-10-06

# MJEP

## Benchmark Evaluation - M420-53

### Identification Section

<b>Working Title:</b>	Director, Financial and Administrative Operations
<b>Ministry:</b>	Advanced Education
<b>Division, Branch/Unit:</b>	Corporate Services, Financial and Administrative Operations
<b>Reports To:</b>	Executive Director, Corporate Services (Benchmark No. <a href="#">M610-24</a> )
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	<a href="#">M420-53</a>
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	<a href="#">M420</a>

### [Organization Chart](#)

(requires login)

### Job Summary

Reporting to the Senior Financial Officer (SFO)/Executive Director, Corporate Services, this position provides overall direction and leadership to the department in the areas of Financial Operations, Contract Management and Administrative Services including the following:

- Ensure the department has effective financial policies and internal controls and complies with legislation, regulations, directives and policies.
- Ensure the department has effective and efficient financial systems.
- Ensure the effective and efficient delivery of financial services such as accounts payable, receivable, general accounting and revenue administration.
- Ensure the effective and efficient delivery of administrative services such as facilities, procurement and records management.
- Ensure the effective and efficient delivery of contract management services.
- Manage branch staff and budget.

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## Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 43% 175	E+3C 175	750

Short Profile: B

## Evaluation Rationale

- **Know-How:**

- **Content Know-How**

- **F:** Requires extensive knowledge and understanding of financial management, accounting principles, administrative services (facilities, procurement, and records management), contract management, and internal control systems. In-depth knowledge of government legislations, regulations and policies. Extensive knowledge in managing large and complex accounting systems.

- **Business and Leadership Know-How**

- **II:** Responsible for leading, directing and integrating a group of professionals, the Director applies senior financial management skills, experience and leadership and has the ability to collaborate and build working relationships within the organization at its highest levels. In addition to the financial operations “back-office” functions, the Director also provides leadership and direction for administrative (e.g. facilities, procurement, records management and contract management services) functions. The Director identifies the risk and ramifications/consequences to the integrity of the Ministry in terms of decision making; considering a broad range of external and internal factors. Knowledge of re-engineering and efforts at streamlining processes are key to ensuring efficient financial operations.

- **Human Relations Know-How**

- **3:** Requires critical level human relations skills. This may involve the need to reallocate resources in response to funding pressures. The position also works with all areas of the department and groups with differing interests.

- **Problem Solving:**

- Able to solve complex accounting, financial and administrative problems within the context of the Acts and regulations. Operating decisions are made based upon the interpretation of guidelines and assessing of risk. Precedents are in place however the difficulty lies in the interpretation of rules and how to achieve difficult objectives in an efficient manner while still upholding the Acts. The Director is accountable for all decisions made in the area.

- **Accountability:**

- **Freedom to Act**

- **E+:** Evaluating all risks and consequences, the Director focuses on providing advice, developing tools and making decisions to increase efficiency and decrease costs. Results are achieved within a broadly defined structure and receiving general direction from the Executive Director, Corporate Services, the Director has the latitude to act and

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make decisions within the scope of legislation and policies. The Director advises managers when their actions are not appropriate and provides them with alternative actions.

**Magnitude**

- **3:** The Director solves complex accounting, financial and administrative problems within the context of the Acts and regulations. The Position negotiates and lobbies for cooperation with central agencies. Financial operations of the Ministry must be efficient accurate and free of internal control weaknesses. The position is accountable for these services. The decisions and results affect the entire Ministry.

**Impact**

- **C:** Position provides a financial corporate service to the ministry for all financial operations, contract management and facilities management activities and decision making. Primary impact is internally focused to the Ministry and Ministry clients. Position is the key contact with Service Alberta's shared agreements and cross ministry initiatives related to financial operations.

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**Last Reviewed:**

Last Review / Update: 2016-03-11

# MJEP Benchmark

## Job Description - M420-53

### Identification Section

<b>Working Title:</b>	Director, Financial and Administrative Operations
<b>Ministry:</b>	Advanced Education
<b>Division, Branch/Unit:</b>	Corporate Services, Financial and Administrative Operations
<b>Reports To:</b>	Executive Director, Corporate Services (Benchmark No. <a href="#">M610-24</a> )
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Senior Financial Officer (SFO)/Executive Director, Corporate Services, the Director, Financial and Administrative Operations provides overall direction and leadership to the department in the areas of Financial Operations, Contract Management and Administrative Services including the following:

- Ensure the department has effective financial policies and internal controls and complies with legislation, regulations, directives and policies.
- Ensure the department has effective and efficient financial systems.
- Ensure the effective and efficient delivery of financial services such as accounts payable, receivable, general accounting and revenue administration.
- Ensure the effective and efficient delivery of administrative services such as facilities, procurement and records management.
- Ensure the effective and efficient delivery of contract management services.
- Manage branch staff and budget.

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## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

**1. Ensure the department has effective financial policies and internal controls and complies with legislation, regulation and government wide policies and best practices.**

Direct the development and implementation of departmental financial policies and internal controls to ensure compliance with legislation, Treasury Board Directives, government policies and best practices.

Provide advise in the interpretation of complex financial and accounting policies.

Identify and resolve financial policy issues that may affect program operations and their ability to meet critical business needs.

Ensure that the duties of Accounting Officer are effectively discharged in accordance with the Financial Administration Act (FAA).

Ensure that compliance programs are working effectively and consistently.

**2. Ensure the department has effective and efficient financial systems that support the achievement of the business plan and operational goals.**

Directs the development and enhancement of departmental financial systems such as CRMS (Contract Resources Management System) and Electronic Payment System (EPS).

Ensures that complex upgrades to IMAGIS are properly planned, tested and executed, and meet Ministry's needs with minor or no disruption to business activities and other systems.

Represent the Ministry as IMAGIS Service Manager and in other cross-government financial systems committees.

Oversees the administration and security access for all financial systems (e.g., IMAGIS, Exclaim, EPS, CRMS, etc.).

Ensures timely training and support is provided to the branches.

**3. Ensure the effective and efficient delivery of financial services to all branches to enable them to meet their goals as set forth in the department business plan.**

Direct the provision of financial advice, guidance and support to executives, managers and staff throughout the department.

Ensure the delivery of efficient and effective financial processes and systems including accounts payable, accounts receivable, general accounting and revenues administration.

Direct the development of training and awareness activities for expenditure officers, procurement cardholders, expense claimants, management and staff relating to their responsibilities for spending budgeted funds.

Manage the shared services agreement with Service Alberta, monitor service levels according to standards and resolve service issues with Service Alberta senior management.

Manage the Ministry's procurement card program.

**4. Ensure the effective and efficient delivery of contract management services to all branches in the department.**

Develop contract and grant policies, practices and processes and ensure that they are in accordance with GOA and inter-governmental policies and best practices including the Agreement on Internal Trade (AIT) and the Trade, Investment and Labour Mobility Agreement (TILMA).

Directs the delivery of effective contract services and support to all branches and ensure that all contracts adhere to contract policies and guidelines.

Liaise with Legislative Services and Alberta Justice regarding the development of contract templates, non-standard contracts or contracts that have FOIP and special implications.

Collaborate with Information Technology branch, Alberta Education and contractors in the management and administration of the CRMS.

**5. Ensure the effective and efficient delivery of administrative services to all branches in the department.**

Direct the delivery of administrative services including facilities services, procurement, records management, etc.

Represents the Ministry on the government-wide Administrative Services Council.

Manage the Ministry's Electronic Payment System processes.

**6. Ensure that Finance and Administration contributes to departmental and corporate priorities.**

Provide advice and consulting services to program division relating to their development of legacy systems such as the Student Finance System (SFS) and Apprentice, Trades and Occupation Management System (ATOMS).

Develop and implement recommendation to address audit issues relating to financial operations and contract management.

**7. Ensure that the branch functions effectively.**

Manage a complement of 8 professional and administrative staff.

Manage the branch budget of about one million dollars annually.

Lead in developing and implementing the branch operational plans.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Ability to apply senior financial management skills, experience and leadership in a large and complex organization.

Ability to collaborate and build working relationships within the organization, across government and even external partners and service providers to achieve success.

Must be able to make decisions quickly and identify the risk and ramifications to the integrity of the ministry, considering a broad range of external and internal factors when problem solving; identifies critical strategies for success.

Ability to deal and resolve sensitive and political issues.

Effective negotiation skills and ability to influence others to promote agenda or direction.

Excellent relationship skills such as coaching, motivating, inspiring, networking, collaborating, etc.

Highly developed financial and human resources leadership skills to manage budgetary and human resources and provide support to the entire ministry in a number of different locations.

Extensive knowledge and understanding of financial management, accounting principles and internal control systems.

In-depth knowledge of government legislations, regulation and policies.

Extensive knowledge and experience in managing large and complex systems.

Considerable project management experience.

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Highly developed verbal and written communication skills.

Must be able to solve complex accounting, financial and administrative problems within the context of the acts, regulations, policies and previous business knowledge.

Knowledge of Ministry programs and services to understand issues relevant to broad ministry programs and provide quality support services to clients and advocate with central agencies on behalf of program initiatives.

This position requires a commerce or related business degree supplemented by a recognized professional accounting designation such as CA, CMA or CGA.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Extensive knowledge of diverse practices, precedents, policies, legislative requirements and accounting principles is required to provide leadership and direction to senior and executive management on financial and administrative operations.

Knowledge of government financial acts, regulations, and policies and of ministry programs to be able to provide professional advice and to sit on ministry and cross-ministry committees.

Strategic thinking is required to develop and recommends policies and procedures and provides support services to the entire ministry in diverse functional areas such as payment processing, revenue administration facilities management and purchasing.

Coordination, leadership and management skills are critical to provide direction to staff in a number of functional areas.

Provide advice, training and support to over 100 expenditure officers in the ministry to ensure they understand their responsibilities and have the necessary tools to discharge their duties.

## Problem Solving

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**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

One challenge for this role focuses on providing advice, developing tools and making decisions within the context of government policies and regulations that will increase efficiency and decrease costs of general administration for the Ministry and across government. This includes determining the risk and consequences of making a decision, and how far the rules can bend without breaking them in order to achieve the objective in an efficient and effective manner. Existing Legislation, regulations, policies, procedures and precedents assist in dealing with these situations.

Providing support services to the ministry with fewer staff while assuming added responsibilities that are being off-loaded from central agencies is another challenge. Knowledge of re-engineering and efforts at streamlining process/procedures and additional Expenditure Officers and administrative staff training contribute to efficient handling of these situations.

Another challenge is meeting deadlines imposed by central agencies that are affecting financial and administrative functions. Designing a coordinated process that facilitates the necessary training of affected staff to handle the changing environment mitigates this challenge.

General guidelines are available through government legislation, directives, policies and procedures, accounting principles and accepted business practices. Operating decisions are made based upon the interpretation of guidelines and assessing the risk and the consequences of an incorrect decision. A network of contacts in other ministries is helpful in assessing all the consequences. Past precedents and practices, past experience, knowledge of government operations, and the Executive Director are also sources of guidance.

General guidance is provided through government legislation, directives, policies and procedures, accounting principles and standard business practices. There is freedom to act and make decisions within the scope of these guiding factors so that the Branch operates effectively and is able to meet Branch and Divisions objectives.

Day to day operating decisions are made based upon the interpretation of legislation, directives, guidelines and principles and by assessing and mitigating the risks and consequences of incorrect decisions for which the Director is accountable.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

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Clients	Frequency	Nature & Purpose of Contact
<b>Internal to our Ministry</b>		
Senior Financial Officer	Almost daily	Provide advice and deliverables or receive information and direction
Other Finance Directors	Almost daily	Share information and work together to achieve common goals
Program division directors, managers and staff	Regularly	Provide information, advice, instruction and support
Staff	Daily	Provide direction and information to ensure effective branch operations
Expenditure Officers	Monthly	Provide information, advice, instruction and support
<b>External to our Ministry</b>		
Auditors	Quarterly	Respond to queries and provide support to the audit process
Service Alberta Management	Monthly	Resolve service issues
IMAGIS Team	Weekly	Consult on IMAGIS issues
Other Accounting Officers	Monthly	Information sharing and consultation
Other Service Managers	Monthly	Share information and ideas
CRMS Project Team	Weekly	Discuss progress of project and make decisions
Other Finance Directors	Occasionally	Networking and consulting on strategy and collaboration

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

The Director must be able to advise managers when actions are not appropriate and provide or negotiate alternative solutions in these situations. This includes being able to identify the ramifications of certain actions on the political landscape and to communicate them.

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The Director must be able to negotiate and lobby for the cooperation of central agencies such as Finance, Auditor General, Infrastructure and Service Alberta.

The ability of the ministry to deliver programs and services would be affected if timely and effective financial and administrative support services were not provided. The acquisition and management of facilities/space is essential for the ministry to deliver its programs and services. The efficient processing and payment of accounts is vital to the continuing operation of programs and services by clients.

The financial operations of the ministry must be efficient, effective, accurate and free of internal control weaknesses to avoid concerns and issues being raised by the Auditor General and Finance. The Director is accountable for these services.

The ministry is the primary stakeholder impacted by the Director's role, as support services such as payment processing, facility management and records are provided to the entire ministry. Quality and timely support services must be provided to assist the ministry in achieving its business plan and in delivering its programs and services.

Over 80% (\$1.4 Billion) of the Ministry's budget (\$1.7 Billion) is provided as grants to post secondary institutions. These institutions rely on provincial funding to operate. The Director must ensure that payment is made when it is due. If payment has a potential to be delayed, alternative funding and payment method must be arranged.

Significant portion of the Ministry's budget are paid as contracts and grants and impacts a large number of stakeholders including post secondary institutions and learners, contractors and vendors, contract managers, lawyers, service providers, etc. It is critical that effective and efficient contract management processes and systems be in place.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M420-52

### Identification Section

<b>Working Title:</b>	Director, Budgets and Forecasts
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Strategic Corporate Services
<b>Reports To:</b>	Chief Financial Officer
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-52
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### [Organization Chart](#)

(requires login)

### Job Summary

Reporting to the Chief Financial Officer, the Director, Budgets and Forecasts provides leadership and ensures that Employment and Immigration's financial resource requirements are met by providing budgeting and forecasting processes and services for differing and complex program areas including employment programs, income supports, labour standards, immigration, and occupational health and safety services. Program scenarios encompass cost driven programs with dedicated revenue and economic driven programs. In addition, the Director acts as the primary contact concerning finance matters with the Labour Relations Board (LRB) and the Appeals Commission for Alberta Worker's Compensation (Appeals Commission).

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 43% 175	E3+C 175	750

Short Profile: B

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## Evaluation Rationale

- **Know-How:**

- **Content Know-How**

- **F:** This position requires extensive knowledge of financial management, including generally accepted accounting principles and internal controls, and their application in a large, automated government environment. This is achieved by a university education supplemented by a professional accounting designation (e.g. CGA, CMA, CA). The Director must understand the Ministry's and Government's Business planning, budgeting and forecasting processes from both an operational and strategic perspective. Knowledge of public sector and political approval decision-making processes is required.

- **Business and Leadership Know-How**

- **II:** In addition to leading a small team of managers and professionals in corporate headquarters, this position is responsible for professionals that are physically located at other sites, offering front line services to deliver on budgeting and forecasting processes and services. The range of programs that are supported by the position have varying cost structures and can fluctuate according to economic conditions (i.e. cost driven programs with dedicated revenue for workers' compensation and occupational health and safety) with economic driven programs that can run over budget (surplus versus deficit scenarios).

- **Human Relations Know-How**

- **3:** High level skills are applied to strategically planning and explaining the Ministry's annual fiscal targets and forecast position and issues to Executive Committee members, the Minister and external parties such as officials of Finance and Enterprise and Treasury Board. These skills are also applied to resolving Shared Service Agreement service level and funding issues.

- **Problem Solving:**

- The Director has a broad general frame of reference and works towards functional objectives. There are considerable nebulous, intangible or unstructured aspects, such as identifying and resolving funding and cost pressures with Executive Team. Creativity and new approaches to resolve issues are required as the complexities often involve situations, such as new programs and significant program changes requiring analytical, interpretative, evaluative and/or developmental thinking with few if any recurring precedents or other departments to look for assistance.

- **Accountability:**

- **Freedom to Act**

- **E:** Broad direction is provided by the Chief Financial Officer. The position works within government regulations, policies and procedures when providing strategic advice and support to Executive Team in budget planning and preparation.

- **Magnitude**

- **3+:** In addition to the internally focused ministry wide impact of a large, ministry (2300 employees), the position also impacts external clients (Appeals Commission and the Labour Relations Board).

- **Impact**

- **C:** This is a contributory role in a corporate/support setting. The position provides budget and forecasting advice and support to the Ministry.

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Last Review / Update: 2015-04-13

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# MJEP Benchmark

## Job Description - M420-52

### Identification Section

<b>Working Title:</b>	Director, Budgets and Forecasts
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Strategic Corporate Services
<b>Reports To:</b>	Chief Financial Officer
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Chief Financial Officer, the Director, Budgets and Forecasts provides leadership and ensures that Employment and Immigration's financial resource requirements are met by providing budgeting and forecasting processes and services for differing and complex program areas including employment programs, income supports, labour standards, immigration, and occupational health and safety services. Program scenarios encompass cost driven programs with dedicated revenue and economic driven programs. In addition, the Director acts as the primary contact concerning finance matters with the Labour Relations Board (LRB) and the Appeals Commission for Alberta Worker's Compensation (Appeals Commission).

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

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Provides strategic advice and support to the Executive Team concerning the planning for and preparation of the Ministry's annual \$1B budget and 2300 employees and the 3 year fiscal plan. Facilitates and co-ordinates the preparation of various budget scenarios for the Executive Team and Minister until a final budget target is approved by the Minister for submission to Finance and Enterprise and Treasury Board. Prepares the following budget process:

- For the Executive Team and Minister, prepare various budget scenarios until a final budget target is arrived at for submission to Finance and Enterprise, Treasury Board and Standing Policy Committee.
- For Finance and Enterprise budget officials, prepare various budget submission tables and reconciliation sheets for Expenses, Capital Investment and Revenue as well as the associated Cost Pressure Explanation tables. This occurs as part of the budget submission at the start of the process and again at the end of the process when final budget targets have been established.
- For the Minister's Office, Deputy Minister's Office, Assistant Deputy Minister of Corporate Services and Chief Financial Officer, prepare Budget Briefing Books for review at Treasury Board, Standing Policy Committee and the Legislative Committee of Supply. The briefing books must include the Minister's Speeches and potential questions and answers.
- Prepare final Budget documents and estimates for release by the Provincial Treasurer.

Provide strategic advice and support to the Executive Team concerning the planning and preparation of the Ministry's quarterly forecast. Identify potential cost pressures and cost containment strategies for Executive Team consideration. Prepare Forecast material for Finance and Enterprise as well as Forecast Briefing Material when the Minister is required to attend Treasury Board to "defend" the forecast position.

Prepare the monthly Budget vs Actual Expense Cash flow report for Executive Team and identify potential cost pressures and surpluses. Prepare briefing material for the Deputy Minister, which outlines any significant cost pressures and potential cost containment strategies.

Primary contact with Finance and Enterprise's Budget and Management staff to resolve budgetary and forecast issues, explain and clarify the Ministry's budgetary request and issues, forecast issues and shortfalls, new funding initiatives resulting from new programs or policies during the year.

Prepare any Supplementary Estimates and the supporting documentation, which may result from Treasury Board decisions taken after the submission of the Quarterly Forecast requirements.

Perform an annual review and make the necessary changes to the Ministry's Budget Structure (e.g. Program and Organization Coding required for the Ministry's IMAGIS financial system.)

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Perform an annual review and update of the Ministry's budget and forecasting policies and procedures to accommodate changes in Finance and Enterprise's budgeting, forecasting and reporting procedures. The changes must be incorporated into the Ministry's planning process (e.g. amortization, gains and losses on disposal of capital assets, valuation adjustments etc.).

Primary contact or liaison with Finance and Enterprise for interpretation of central agency budgetary policies, procedure and processes.

Provide for the ongoing development, maintenance and support for the Ministry's Budget and Forecast Module System which is used for both developing and loading the Ministry's annual budget and quarterly forecast data.

Coordinate the Ministry's regional budgeting and forecasting requirement with the Regional Financial Services staff.

Key contact or liaison with the LRB and Appeals Commission concerning their budget, forecast and financial statement information throughout the year.

Co-ordinate the preparation of the Results and Analysis section of the Ministry's Annual Report. In addition, at year-end, coordinate the preparation of expense accruals (approximately \$20 million) and prepare explanations for significant variances for the Auditor General's Office and Alberta Treasury.

Primary contact and liaison with the Ministry's Business Planning Unit and Interdepartmental Business Planning Committee concerning the provision of the Ministry's Income Statement, 3 Year fiscal targets and other financial information.

Divisional representative on various standing and adhoc committees (e.g. teams assembled to develop and formulate potential solutions to Cross Government Auditor General Issues such as the Costing of Ministry's Core Businesses).

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

The Director requires extensive knowledge of financial management, including generally accepted accounting principles (GAAP) and internal controls, and their application in a large automated government environment.

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University education supplemented by a professional accounting designation (e.g. CGA, CMA, CA).

Knowledge of Ministry and Government of Alberta business planning, budgeting and forecasting processes.

The Director requires in-depth knowledge of the Ministry's and Government of Alberta, legislation, regulations and policies and procedures in all aspects of Finance and Administration. The position requires a good understanding of financial systems used in a large organization as well as knowledge of business-related software such as PeopleSoft/IMAGIS, Excel, Word, etc.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The Director, on an on-going basis, exercises the extensive knowledge, leadership, strategic judgement, and negotiation skills to provide budgeting, forecasting and other financial services for the Ministry at times facilitating the resolution of funding and budgetary issues that arise throughout the fiscal year. This involves both discussions and negotiations with Executive Management staff and senior Alberta Finance personnel.

The Director manages a team of professionals who are physically located at various locations.

The Director also retains private sector resources or consultants from time to time to assist with special projects and system requirements and requires the necessary management and organizational skills to deal with outside contractors.

The position requires proven project management and organizational skills as many projects and assignments are established outside the Ministry by Finance and Enterprise officials and Treasury Board.

Excellent communication skills, both verbal and written are required to achieve the necessary results. The incumbent must be able to present various budget scenarios in a concise yet persuasive manner to the Executive Committee and the Minister.

The Director may also be required to respond to verbal and written questions from various MLAs at Budgeting, Annual Report and Public Accounts Committee meetings.

## Problem Solving

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**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The Director has a broad general frame of reference and works towards functional objectives. Solutions are based on situations requiring analytical, interpretative, evaluative and/or developmental thinking .

Analytical and problem solving skills are required to evaluate the funding or cost impacts of new or adjusted programs and policies.

Examples of more complex problems:

- Every year the Director must initiate the development of a budget theme or approach, which is accepted by the Executive Team and the Minister to justify or substantiate the Ministry's spending targets and cost pressures. This activity typically involves developing several budget scenarios before the budget is finalized.
- Researching and preparing special financial analysis and reports for various stakeholders is required on a frequent basis. The reports and data must be consolidated and presented in a very concise, clear and persuasive manner, as the audience is generally senior Executives.
- Ensuring the proper research, evaluation and consultation is performed to develop new budgeting and forecasting approaches, processes and systems on a timely and successful basis.
- Preparing the financial analysis and results for the Annual Report and the associated briefing material (e.g. potential impact statements, variance analysis, speech and potential questions and answers) for the Deputy Minister's and Minister's appearance at SPC and Public Accounts must be co-ordinated and facilitated with various managers, senior managers and Executive Team members on very tight time frame.
- Arrangements and special Shared Service Agreements with other Ministry's (e.g. Children and Youth Services, Advanced Education and Technology) must be budgeted and updated on an ongoing basis. Extensive negotiations are involved over the resources. In the past, extensive reorganizations required complex financial analysis and reconciliation to accommodate the shifting of resources between entities and Ministries. Change has been and will continue to be a constant.
- Identify cost pressures and the associated cost containment strategies in conjunction with senior program managers can be complex and unique. New programs and significant program changes can result in significant budget adjustments. The ability to develop and maintain positive working relationships with these staff is essential.

## Relationships/Contacts

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(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)

Clients	Frequency	Nature & Purpose of Contact
<b>Internal to our Ministry</b>		
Minister Executive Team Members Senior Management – Human Resources Directors in Finance and Administration Regional Financial Operations staff Senior officials from Treasury Board	On a regular basis for all	The purpose of the interactions is to exchange information and provide advice for decision making, and support to senior management concerning financial services including budgetary and forecasting issues. The Director must put forward the Ministry's position on financial matters, negotiate an optimal position for the Ministry and ensure compliance with government requirements for finance and administration. The Director must be able to present the ministry's budgetary requirements in a concise yet persuasive manner in order to help secure the necessary resources during the budget cycle as well as during the quarterly forecast updates to Treasury Board.
<b>External to our Ministry</b>		
Appeals Commission for Alberta Worker's Compensation Labour Relations Board Senior Officials from Auditor General's Office Out-Sourced IT and Project Service Managers	On a regular basis for all	The purpose of the interactions is to exchange information and provide advice for decision making, and support to senior management concerning financial services including budgetary and forecasting issues. The Director must put forward the Ministry's position on financial matters, negotiate an optimal position for the Ministry and ensure compliance with

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		government requirements for finance and administration.
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## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

Outcomes of the Branch impact the entire ministry:

- The Branch must prepare the appropriate budgetary and forecasting information on a timely basis. The information is used by the Minister and Deputy Minister to secure the necessary resources for the Ministry.
- The Branch must ensure that forecast information is presented to the Executive Team on an accurate and timely basis throughout the year if the Ministry is to meet its approved spending targets.

Last Review / Update: 2015-04-13

# MJEP

## Benchmark Evaluation - M420-51

### Identification Section

<b>Working Title:</b>	Director, Financial Services and Accountability
<b>Ministry:</b>	Seniors and Housing
<b>Division, Branch/Unit:</b>	Corporate Finance
<b>Reports To:</b>	Senior Financial Officer
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M420-51
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### [Organization Chart](#)

(requires login)

### Job Summary

Reporting to the Senior Financial Officer (SFO), the Director is responsible for a broad spectrum of services in the areas of financial reporting, financial operations and systems, compliance and evaluation, and cost-sharing with the Federal Government. The Director is also responsible for the Ministry's Enterprise Risk Management (ERM) Framework to identify and determine mitigation strategies for managing risks. These responsibilities are discharged through the management and direction of professional and technical staff with expertise in a variety of financial disciplines.

Financial reporting responsibilities include overseeing the preparation of the Ministry's consolidated financial statements and all its entities (including six Persons with Developmental Disabilities (PDD) Community Boards) for publication in the Ministry Annual Report. Financial operations and systems responsibilities include ensuring appropriate business and financial processes and policies are in place and operating effectively for ministry financial related operations, IMAGIS, Procurement Cards, EPS, and ExClaim, and accounting officer functions. The compliance and evaluation function assists the Deputy Minister, Executive Committee and Senior Financial Officer in discharging their governance and accountability responsibilities, by ensuring the efficiency and effectiveness of ministry financial and management control systems, compliance with legislation, policies and procedures, and the accuracy and reliability of internal management and performance reporting.

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## Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 43% 175	E+3C 175	750

Short Profile: B

## Evaluation Rationale

- **Know-How:**

- **Content Know-How**

- **F:** The position requires extensive knowledge of financial and management accounting, financial systems development, audit, management control systems and risk management. The position also requires in-depth knowledge of ministry legislation, policies and procedures as well as CICA Public Sector Accounting Handbook, GAAP, GAAS, GOA accounting policies and procedures, and financial best practices, detailed knowledge of applicable legislation including the Financial Administration Act, Government Accountability Act and Government Organization Act.

- **Business and Leadership Know-How**

- **II:** The Director provides leadership and strategic direction in the delivery of a broad spectrum of financial management, financial systems, audit and compliance services for the entire ministry as well as the ministry's enterprise risk framework. The position is responsible for the integration of a wide range of financial management, audit and compliance functions across several diverse and complex programs and stakeholders including six PDD Community Boards, and the Federal Government.

- **Human Relations Know-How**

- **3:** The Director influences decisions, approaches and directions at senior levels, and provides leadership and direction to a team of managers and professionals.

- **Problem Solving:**

- This position is responsible to deliver services for a highly complex area. Finding resolutions to financial issues requires the application of professional judgment and is assisted by legislation, financial policy and procedures as well external accounting standards and practices. At times, situations are variable requiring complex analytical developmental thinking. Issues are typically at a broader level with ministry wide impact and involve a variety of stakeholders with differing interests and priorities.

- **Accountability:**

- **Freedom to Act**

- **E+:** The Director is accountable for ministry financial reporting, financial operations and systems, and compliance and audit functions as well as the ministry's Enterprise Risk Management Framework. The position exercises considerable discretion and professional judgment in the interpretation and application of financial management,

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compliance and risk management practices, policies and standards within the specific context of ministry programs and business requirements. The Director receives broad managerial direction and assistance from the SFO.

**Magnitude**

- **3:** Impact of results is ministry wide.

**Impact**

- **C:** Position provides direction and consultation in the delivery of financial support services to the ministry and 6 PDD Community Boards.

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**Last Reviewed:**

Last Review / Update: 2016-03-11

# MJEP Benchmark

## Job Description - M420-51

### Identification Section

<b>Working Title:</b>	Director, Financial Services and Accountability
<b>Ministry:</b>	Seniors and Housing
<b>Division, Branch/Unit:</b>	Corporate Finance
<b>Reports To:</b>	Senior Financial Officer
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Senior Financial Officer (SFO), the Director is responsible for a broad spectrum of services in the areas of financial reporting, financial operations and systems, compliance and evaluation, and cost-sharing with the Federal Government. The Director is also responsible for the Ministry's Enterprise Risk Management (ERM) Framework to identify and determine mitigation strategies for managing risks. These responsibilities are discharged through the management and direction of professional and technical staff with expertise in a variety of financial disciplines.

Financial reporting responsibilities include overseeing the preparation of the Ministry's consolidated financial statements and all its entities (including six Persons with Developmental Disabilities (PDD) Community Boards) for publication in the Ministry Annual Report. Financial operations and systems responsibilities include ensuring appropriate business and financial processes and policies are in place and operating effectively for ministry financial related operations, IMAGIS, Procurement Cards, EPS, and ExClaim, and accounting officer functions. The compliance and evaluation function assists the Deputy Minister, Executive Committee and Senior Financial Officer in discharging their governance and accountability responsibilities, by ensuring the efficiency and effectiveness of ministry financial and management control systems, compliance with legislation, policies and procedures, and the accuracy and reliability of internal management and performance reporting. Cost sharing relates to the Administrative Reform Agreement with the Federal Government to claim AISH costs incurred for Treaty Indians, and includes cost-sharing activities for three other government ministries for their respective costs.

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Integral to the above is the oversight of the six PDD Community Boards with regard to financial reporting, and compliance and accountability functions. The Director is also the main point of contact for activities of the Office of the Auditor General (OAG) and Corporate Internal Audit Services (CIAS). The Director is also involved during implementation of new or major upgrades to information technology systems.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

**1. Ministry financial reporting is in accordance the government's accountability requirements:**

Financial statements for the Ministry, Department and six PDD Community Boards are prepared in accordance with Generally Accepted Accounting Principles and government corporate accounting policies.

Quarterly and annual statements are prepared with a high level of accuracy and within the timelines established for publication.

Financial statements have appropriate backup and agree to IMAGIS financial data.

Other financial reporting submissions comply with respective government requirements.

**2. Financial operations and systems provides an efficient financial environment with effective and appropriate financial controls:**

Accounting officer function is completed as per requirements of the Financial Administration Act.

Major control weaknesses or systemic errors identified are rectified immediately.

Financial policies and procedures are implemented to ensure appropriate controls and best practices.

IMAGIS Financial system, P-Card module, ExClaim and EPS are functioning effectively to meet ministry and end-user needs.

Training in various financial areas is provided to ministry staff as needed.

**3. Compliance monitoring and evaluation functions ensure that ministry risks are managed, there is accountability for public funds, and financial activities and transactions comply with legislation:**

An annual plan is prepared for Executive Committee approval to address significant risks faced by the ministry.



Reviews are completed in accordance with the plan.

Ongoing liaison takes place with OAG and CIAS to collaborate activities and avoid duplication of effort.

Oversight and assistance is provided to PDD compliance unit for audits of Community Boards' activities.

4. **Cost-sharing with the Federal Government is maximized. This function is performed for this ministry as well as three other government ministries:**

Negotiate annual Administrative Reform Agreement with Indian and Northern Affairs Canada (INAC) for recovery of costs related to Aboriginals living on-reserve.

Liaise with other ministries to submit quarterly and final annual billings in accordance with timelines established.

Resolve issues at quarterly meetings with INAC including addressing INAC audit findings.

5. **Information technology (IT) systems meet ministry and end-user needs:**

Implement new financial systems to enhance efficiencies within the ministry.

Evaluate new program systems being implemented to ensure adequacy of financial controls.

Ensure upgrades to cross-government systems do not negatively impact the ministry.

6. **Lead the development and implementation of an Enterprise Risk Management (ERM) Framework for the ministry:**

Develop framework with input from ministry divisions.

Present framework for Executive Committee approval.

Provide semi-annual updates and input for annual review of risks.

7. **Other:**

Represent ministry on cross-ministry activities as required.

Provide strategic advice and consultation to ministry staff.

Participate in ministry projects requiring financial expertise.

## Knowledge/Experience

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**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Extensive knowledge in finance, financial systems, audit, management control systems and risk management.

In-depth knowledge of Ministry legislation, policies and procedures.

Detailed knowledge of GOA legislation and policies with particular emphasis on the Financial Administration Act, Government Organization Act, Government Accountability Act, and Interpretation Act.

In-depth knowledge of CICA Public Sector Accounting Handbook, Generally Accepted Accounting Principles, Generally Accepted Auditing Standards, Corporate Government accounting policies, central agency policies and procedures, and Financial Best Practices.

Very good conceptual, analytical and problem solving ability.

Excellent inter-personal and communication skills.

Excellent performance management skills that achieve quality and timely results from staff.

Excellent organizational and time management skills.

Ability to foster a team environment, and work with individuals at all levels of the organization.

Ability to represent the Ministry at various cross-ministry groups.

Good knowledge of financial systems applications.

Professional accounting designation (CA, CGA, or CMA) supplemented with a University Business or Graduate Degree.

Minimum 10 years of broad range of relevant related experience.

## Leadership and Business Know-How

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**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The position directs the activities of professional and technical staff providing a broad range of financial management, financial systems and compliance related services. These services are relied upon by the Senior Financial Officer for the overall financial management of the ministry.

These services also contribute to the Deputy Minister's *Management Responsibility for Reporting*.

The Director provides a financial oversight role to the six PDD Community Boards.

The Director provides leadership in the preparation of the ministry financial statements. Inherent to this is ensuring that the statements are in accordance with GOA standards, receiving approval from the OAG as part of the year-end audit, and accurate publication in the ministry Annual Report.

The Director also provides leadership to the compliance and evaluation function to ensure that ministry activities are in compliance with legislation, efficient and effective systems and processes are in place, controls are adequate and ministry assets are safeguarded.

The Director plays the lead role in implementing and monitoring the ministry's ERM Framework and risk mitigation strategies.

The Director needs to be well versed with systems implementation and controls due to the high reliance on IT systems for ministry operations.

The Director is knowledgeable on shared-services model to obtain or provide services to other government ministries.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The Director is required to deal with problems and issues that may be highly sensitive in nature. These could arise during the preparation and audit of the financial statements, non-compliance and control issues and related recommendations arising from the ministry compliance and evaluation activities, or those arising during major IT systems modifications/upgrades/implementation.

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Accounting/audit issues would require research, analysis and looking at broader concepts since the issues may go beyond what is prescribed by established accounting principles.

There could also be issues raised during the contracting (RFP's, vendor contracts, contract amendments/extensions) process as well as grant management processes. These issues may require analysis, discussions with Alberta Justice, Alberta Finance Risk Management, and consideration of potential impact to the ministry.

Compliance reviews may identify issues and recommendations that could be sensitive from the ministry perspective but necessary to implement corrective action. This would require determining the broader impact from the Deputy Minister/Minister's perspective as well as balance with the OAG's perspective if the issues become public.

The OAG may provide recommendations as part of their financial and systems audits. Some recommendations may have far reaching impact that may be contrary to ministry direction. Resolving this may require extended negotiations, obtaining legal opinion, as well as researching issues that may not have any precedents.

Changes to IT systems by the department or other ministries who provide systems for department use (e.g. IMAGIS, AISH and AADL) may have negative impact on ministry operations requiring analysis and negotiation with the other ministries to alleviate or minimize the potential problems.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal to our Ministry</b>		
Deputy Minister	As required	As needed to provide advice, recommendations, resolve issues in all financial areas.
SFO	Daily	
ADM's	Ongoing	
Divisional Directors and Managers	Ongoing	

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Ministry staff	Ongoing	
<b>External to our Ministry</b>		
Officials in other government ministries including:  Treasury Board Finance and Enterprise Justice and Attorney General Employment and Immigration Municipal Affairs Housing and Urban Affairs  Office of the Auditor General  Corporate Internal Audit Services  Indian and Northern Affairs Canada	Ongoing as required	As needed on various matters concerning or impacting the ministry.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The position impacts all areas of the ministry including the PDD Community Boards. Financial services (financial reporting, financial policies), financial systems, compliance and evaluation, risk management are all activities that are ministry-wide in scope. Financial statements fulfill the accountability requirements of the ministry. Financial systems ensure that ministry staff can work efficiently and effectively to deliver ministry programs and services. Compliance and evaluation ensures that controls are in place and functioning effectively and assists the SFO and Deputy Minister to meet their accountability responsibilities. Risk management assists in the ministry in meeting its business plan goals.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M420-49

### Identification Section

<b>Working Title:</b>	Director, Information and Privacy Office
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Corporate Services, Information and Privacy Office
<b>Reports To:</b>	ADM, Corporate Services
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M420-49
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### [Organization Chart](#)

(requires login)

### Job Summary

The Director is responsible for the delivery of the information and privacy program on a shared services basis across several ministries (EII, CHR, Children's Services, Advanced Education and Technology) enabling them to ensure the development of privacy conscious cultures as they deliver their core business. The portfolio consults on best practices, developing and implementing privacy management frameworks, managing access to records and information, providing advice on activities such as imaging, forms management, contracts administration, legislation development, and the delivery of the training necessary.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 43% 175	E3+C 175	750

Short Profile: B

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Classification: Public



## Evaluation Rationale

- **Know-How:**
  - **F:** This position is an expert in FOIP legislation and administration, while having deep knowledge of the business and legislation of the four diverse ministries it serves.
  - **II:** Position provides leadership in the development of a strategic framework for the ministries for a largely homogeneous program in dealing with matters related to FOIP legislation. The position was rated a "II" because it provides training and information sharing on a variety of sensitive, formal and informal inquiries for access to information on client files to the ministries, boards, authorities and partners at the regional health and children's authorities, school boards, police services and municipalities. Not all positions that manage FOIP for a ministry receive a "II" rating. Others may receive a "I" or "I+" rating if they are not managing large contracts, developing and delivering training for multiple ministries or only provide FOIP services for small to medium-sized ministries.
  - **3:** Position is responsible for managing the relationships of this centralized service with four different ministries and the partners. Position is expected to lead a movement of a "privacy conscious culture" in the four ministries.
- **Problem Solving:**
  - Position works within a legislative framework (FOIP Act and the legislation of the four ministries involved in the shared services agreement). Position serves several departments, including Children's Services which is a highly complex area. Issues that arise in this area include a need to balance the information released to protect the child's welfare while balancing their right to privacy.
- **Accountability:**
  - **E:** Reporting to the Assistant Deputy Minister, PUR operates within broad practices, regulations, and legislation, as well as well-defined policies with regard to FOIP legislation.
  - **3+:** The results of this position will affect multiple departments and are internally focused, with the potential to impact external clients.
  - **C:** Position's main focus is to provide a support service to multiple ministries. PUR is responsible for planning, developing, implementing, and maintaining programs and services with regards to FOIP.

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### Last Reviewed:

Last Review / Update: 2015-04-13

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# MJEP Benchmark

## Job Description - M420-49

### Identification Section

<b>Working Title:</b>	Director, Information and Privacy Office
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Corporate Services, Information and Privacy Office
<b>Reports To:</b>	ADM, Corporate Services
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the ADM of Corporate Services, the Director of the Information and Privacy Office of Alberta Human Resources and Employment champions excellence in the delivery of privacy related activities on behalf of a number of ministries through the delivery of shared services and optimizes the ability of those ministries to deliver programs and services to Albertans in a manner that respects a commitment to privacy.

The Director is responsible for the delivery of shared services in the area of privacy related activities across a number of government ministries, (AHRE, including Corporate Human Resources, Alberta Children's Services, and Advanced Education) enabling them to ensure the development of privacy conscious cultures as they deliver their core business. In collaboration with clients and stakeholders, the Director leads a team delivering effective processes, applying best practices and standardizing administrative services to achieve customer service excellence. The portfolio brings together a range of shared services related to privacy, including consultation on best practices, developing and implementing privacy management frameworks, managing access to records and information, providing advice on the implications of information management related activities including imaging, forms management, contracts, legislation development, and the delivery of the training necessary to foster an understanding of those implications throughout the organizations being supported. The Director has to manage customer relationships, direct specialized teams responsible for the delivery of these services to a large number of diverse organizations, and lead by example in mentoring and strengthening his management team. As a senior leader, the

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Director is accountable for achieving business plan goals and contributing to the corporate goals of a number of ministries across government.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

1. **Providing leadership in the development of a strategic framework to ensure the manner in which the individual organizations, including departments, program areas, boards and authorities, undertake to develop and implement policies and processes is consistent with the application of the principles underlying the privacy legislation. This includes planning, implementing and maintaining a Privacy Management Framework within the supported Ministries to ensure that they are compliant with the requirements of the legislation.**

**Activities involved include:**

Providing consultations as required both as a result of formal and informal requests, and as a result of monitoring programs for compliance. As the various program areas develop and undertake new initiatives, there is often a need to ensure that they are meeting the requirements of the FOIP legislation. The Director needs to not only provide advice on the development of strategies or frameworks for these initiatives to ensure compliance, but to actively pursue the development of a privacy-conscious culture within the Ministries through a variety of initiatives and processes.

Providing for the training and orientation of Ministry and agency staff. The staff components of three separate Ministries are considerable, and including agency staff significantly increases this. While it is not the intent of the Office to train all agency staff, there is nevertheless a need to provide some orientation to the basic provisions of the legislation, in order to ensure that the accountability requirements of the host Ministry are met.

2. **Providing leadership in the management of politically sensitive and controversial access requests. This involves:**

Maintaining a direct reporting role to the ADM, Corporate Services for issues dealing with Alberta Human Resources and Employment.

Providing advice and updates to the Deputy Minister, Alberta Children's Services through regular meetings.

Providing advice to Executive Council on an ad hoc basis, driven largely by the recognition of the expertise held by the incumbent by the DM, Executive Council.

Creating and maintaining an open communication process with the Deputy Minister, CEO's, members of the Senior Management Teams, and the Communications Directors for the supported Ministries. Briefings and meetings with the various members of these groups occur dependent on the issues of the day.

Providing expert advice and recommendations regarding the ability to except from disclosure any sensitive information, while keeping in mind compliance with legislation. There is often a need to advise of the potential strategies that may be necessary regarding sensitive disclosures.

**3. Leading the Information Sharing Training Initiative on behalf of the partnering ministries as recommended and approved by the DM Committee under the Alberta Child And Youth Initiative.**

Involves the delivery of training modules on information sharing in support of the delivery of integrated or collaborative services to children, youth, adults and families to the target audiences.

Target audiences include the 10 partnering ministries (Aboriginal Affairs and Northern Development, Advanced Education, Children's Services, Community Development, Education, Health and Wellness (including AADAC and Mental Health), AHRE, Justice and Attorney General, Seniors and Community Supports, Solicitor General and Public Safety) at the provincial level; the Regional Health and Children's Authorities, Police Services, Persons With Developmental Disabilities Boards, School Boards at the regional level; and community based service agencies that either contract or partner with any of the above mentioned organizations at the community level.

The intended outcome is an increased level of integration across all sectors.

A specialized training unit has been created and funded within the Information and Privacy Office to implement this initiative.

**4. Managing the Information and Privacy Office and the Ministries' response to access requests made under FOIP to ensure that they are provided in compliance with the legislation, and to assist the public in accessing information under the legislation. This includes:**

Ensuring that the Office staff promote the intent of the legislation regarding the transparency and accountability of government.

Representing the interests of the supported Ministries in any reviews and Inquiries before the Information and Privacy Commissioner.

Representing the views of the supported Ministries regarding consultation for release of information requests by other public bodies.

Ensuring that the privacy of third parties is appropriately protected.

**5. Providing leadership in the development and maintenance of policy and procedures related to the application of privacy legislation across all program areas within the supported Ministries.**

**6. Providing support and input on behalf of the supported Ministries and the province of Alberta:**

The role has had an increased degree of visibility across Government, and as a result there have been heightened expectations and requests for consultation from other non-supported organizations and involvement in a number of cross-government initiatives relating to information management and privacy.

This increased involvement in providing advice and input is in keeping with a FOIP Advisory Committee recommendation accepted by the Deputy Ministers Committee for smaller public bodies to develop relationships with larger, more experienced FOIP offices.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

In depth knowledge of privacy legislation, policies and procedures.

- This includes a significant in-depth knowledge of the various enactments that impact on Alberta, including the FOIP Act, Health Information Act, Personal Information Protection and Electronic Documents Act (Canada), Personal Information Protection Act, the Privacy Act (Canada) and the Electronic Transactions Act.
- This expert knowledge ensures that the supported Ministries are not at risk of being found to be non-compliant with the legislation, or at risk of having barriers to the work necessary to undertake their mandated areas of responsibility.

Strong understanding of the program legislation that the various ministries and organizations operate under in order to provide accurate training to the target audiences identified in the Information Sharing Training Initiative. An understanding of the intersection points between such legislation and the privacy legislation is critical to understanding and providing advice as to how the organizations can better communicate with each other.

In depth knowledge of trends and key themes in the Information and Privacy arena, including similar legislation in other jurisdictions.

- The knowledge of similar legislation in other jurisdictions allows the Director to consider the potential impact of rulings and directions in similar cases. This assists in the process of identifying issues or directions that may impact on the way in which our legislation is interpreted. A thorough understanding of this area helps in the application of the legislation, and in the defense of decisions made while dealing with the Commissioner's Office.

Working knowledge of administrative law and procedures as well as a familiarity with mediation processes and procedures.

- In-depth knowledge of Departmental structure, programs, policies, and procedures for the supported Ministries.
- Knowledge of government organizations, structures and operations, across levels of government.
- Working knowledge of supported Ministry legislation and other relevant provincial and federal legislation.
- Knowledge of Ministry and governmental personnel, financial and resource allocation policies and procedures.
- Knowledge of aboriginal and cross-cultural issues.

## Leadership and Business Know-How

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**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

- Extensive related experience in a leadership role with proven success in formulating policies, managing complex issues and applying an integrated approach to providing services to clients in a shared services environment.
- Senior management experience in one or more of the following areas within a service-oriented organization:
  - Strategic consultation
  - Service delivery systems and processes
  - Leadership
- Broad exposure to service delivery management in a large and diverse organization, with extensive knowledge of the operation of government and supporting systems.
- Experience in managing human and financial resources and in encouraging innovative approaches to deliver the most effective and efficient outcomes.
- Demonstrated abilities in developing collaborative relationships with a wide variety of stakeholders and balancing their needs and interests.
- In-depth knowledge of provincial privacy legislation, with a focus on the Freedom of Information and Protection of Privacy Act, as well as other jurisdictional privacy legislation.
- Strong ability to interpret program legislation, especially as it relates to and intersects with the application of privacy legislation.
- Working knowledge of a wide variety of services and an understanding of how those services support program delivery within ministries.
- Demonstrated ability in leading large and complex initiatives and projects.
- Proven analytical, problem solving, and decision-making abilities.
- Ability to lead and manage change and negotiate innovative solutions to complex and diverse issues.
- Exceptional verbal, written, listening, and interpersonal skills.
- Team building skills with commitment to create, support, and sustain an environment to enable staff to achieve results and develop and build organizational capacity for the future.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The incumbent is required to deal consistently with a number of unique situations that may arise within any of the supported ministries, whether as the result of privacy issues related to the development of new initiatives, privacy breaches, or issues that arise as the result of needing to manage and respond to requests for information that is of a highly sensitive nature.

In addition, the provision of these services, and of the information sharing training across different organizations and across sectors, often presents a number of highly complex situations that depend on the ability to interpret various pieces of privacy

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legislation and their intersection points with the various program legislation that the organizations operate under. That needs to be balanced with the ability to offer a pragmatic and easily understood response that meets the needs of the organization in an appropriate manner. Examples often come up where the resolution depends on an understanding of not only the legislation but also of the context in which it is being considered and applied.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal to our Ministry</b>		
All divisions within AHRE	Daily, at all levels	Advice, consultation, training.
All staff within the affiliated public bodies (CHR, LRB, WCB, Appeals Commission for WC, etc.)	Daily, at all levels	Advice, consultation, training.
<b>External to our Ministry</b>		
Same as above for Advanced Education	Daily, at all levels	Advice, consultation, training.
Same as above for Children's Services	Daily, at all levels	Advice, consultation, training
Same as above for Restructuring and Government Efficiency	Weekly, at all management levels	Advice, consultation
Office of the Information and Privacy Commissioner	Weekly, at all levels	Dealing with complaints, reviews, inquiries.
Government and Program Support Services (AGS)	Weekly, at various levels, including ADM and Directors	Advice, consultation.
Executive Council and PAB	As requested	Advice, consultation
Various professional organizations and Colleges	Monthly, with senior staff	Advice, consultation

The position is responsible for the management of services and issues related to the application or privacy legislation for three ministries. As such it is responsible for ensuring that the staff at all levels have the appropriate training on matters related to

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privacy and information management as well as having the appropriate level of responses to questions or requests for consultation. At times the incumbent is requested to provide advice to the staff of Executive Council and other government departments on the management of privacy related issues.

In addition, the position is responsible for the delivery of training on information sharing to organizations internal and external to government that are involved in the delivery of services to children, youth, adults and families in an integrated or collaborative manner. That therefore requires contact with the senior management levels within the 10 partnering ministries at the provincial level; the regional health and children's authorities, school boards, police services, PDD Boards, and municipalities with a significant Family and Community Support Services component at the regional level; and any community based service provider agencies that contract or partner with any of the above named organizations at the community level.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The Director is responsible for ensuring that the supported ministries have the appropriate processes in place to provide adequate privacy related processes. This requires the formulation of a privacy framework as a foundation to delivering services in a manner that complies with the intent and the letter of the legislation. As Director, the incumbent is also responsible for the provision of advice on a cross-ministry level on the development of policies and practices on a cross-government basis, through membership in a number of committees and projects. Given this area, and the potential sensitivity should information be mismanaged from a privacy perspective, the scope is significant, as is the potential impact to the supported organizations.

In addition, the Director, being responsible for the information sharing training initiative, has a significantly increased scope as the provision of the training on such a broad basis has the potential to directly and indirectly impact on all of the identified organizations in the manner in which they work together. That will then have significant impacts on the clients of those organizations as well.

Last Review / Update: 2015-04-13

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# MJEP

## Benchmark Evaluation - M420-18

### Identification Section

<b>Working Title:</b>	Director, Business and Financial Planning
<b>Ministry:</b>	Service Alberta
<b>Division, Branch/Unit:</b>	Business and Financial Services
<b>Reports To:</b>	Senior Financial Officer
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M420-18
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Senior Financial Officer, Business and Financial Services, the position directs the activities of management and professional staff who prepare and monitor the ministry's three year business and financial plan. This also includes the annual report and the achievement report, budget forecasting and monitoring.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 43% 175	E+3C 175	750

Short Profile: B

### Evaluation Rationale

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- **Know-How:**
    - **F:** Requires extensive knowledge of financial and business planning activities as well as cross government business planning and budget process to establish, schedule and coordinate a strategic planning framework for the ministry.
    - **II:** The position is responsible for leading, directing and integrating a small group of professionals responsible for financial planning and performance reporting for the ministry.
    - **3:** Leads the various program areas in the ministry in the development of the business and financial planning. This does involve the need to reallocate resources in response to funding pressures.
  - **Problem Solving:**
    - In order to lead an effective planning process, position needs to work with various groups with differing interests. Develops strategy and content for funding proposals with input from business experts from the program areas.
  - **Accountability:**
    - **E+:** The job is guided by broad parameters set for all ministries. The push up on Freedom to Act is in recognition that the position interprets the context of these for the ministry for the business and financial planning, the annual report and the achievement report.
    - **3:** Results affect the whole ministry and are used to support the goals, strategies and key actions identified for the ministry's business plan.
    - **C:** The position provides a support to the ministry for business and financial planning activities and decision-making.
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**Last Reviewed:**

Last Review / Update: 2015-02-05



# MJEP Benchmark

## Job Description - M420-18

### Identification Section

<b>Working Title:</b>	Director, Business and Financial Planning
<b>Ministry:</b>	Service Alberta
<b>Division, Branch/Unit:</b>	Business and Financial Services
<b>Reports To:</b>	Senior Financial Officer
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The incumbent supervises the Business and Financial Planning Branch (Branch), which is responsible for coordinating and monitoring the Ministry's Business and Operational Plans and related budgets and financial forecasts. The Branch also produces the Ministry's Annual Report and Achievement Report. In addition to these key functions, the incumbent participates in a number of Ministry and Government committees and working groups with the aim of ensuring financial accountability, and effective budget management.

The incumbent is responsible for developing the following key deliverables:

- Ministry's Three-year Business Plan
- Ministry's Financial Plan (Budget, Estimates, Targets and other Budget Documents)
- Annual Achievement Report
- Annual Report
- Quarterly Financial Updates (Quarterly Forecasts and Revenue Updates)
- Updates on the Ministry Operational Plan

### Specific Accountabilities

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**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

**1. Establish, schedule, and coordinate a strategic planning framework for the Ministry.**

Lead discussions with Executive Committee, divisional management, and stakeholders to identify the Ministry's mission, vision, goals and strategies.

Consolidate key initiatives and actions from divisional plans and incorporate into Ministry's Three-year Business Plan. Determine the financial consequences of the three-year Plan, facilitate resource allocation decisions, and prepare the related budgets (i.e. revenue and expenditures). This includes preparing contingency plans to adapt to changing future environments.

Participate in the development and monitoring of performance measures and incorporate into the Business Plan.

**2. Prepare the annual Ministry Financial Plan (Budget).**

Prepare submissions for new or revised initiatives to Standing Policy Committee.

Prepare funding requests and submissions to Treasury Board.

Prepare formal budget documents including Estimates and other budget schedules to be submitted to Alberta Finance.

Prepare Ministers Briefing material and other documents as required for the annual submission to Committee of Supply.

Allocate and incorporate the final approved budget into the Ministry operations including input into the Financial System (IMAGIS).

Prepare summary budget and other management documents, which are used by Ministry Executive as ongoing resources to support decision-making and financial control.

Prepare revenue forecasts, including Fees and Charges summary reports to support Government revenue and fee management.

**3. Monitor the status of the annual Financial Plan (Budget).**

This includes submitting quarterly forecasts of revenues and expenditures, analyzing budget variances, and coordinating corrective actions (e.g. additional funding proposals, changes to resource allocations, private sector investment or cost sharing arrangements, etc.).

Prepare related briefings, speaking notes, background materials, etc. for Executive Committee and Minister to support financial and budget decisions.

**4. Coordinate the Ministry's Annual Report through working with program areas, Corporate Communications, and Financial Reporting.**

**5. Prepare the Ministry's achievement report through leading a committee comprised of participants from across the Ministry.**

6. Provide input into government wide business planning, risk management framework, and budget processes. This role includes involvement on the Government Business Planning Working Group.
7. Resolve issues/recommendations from the Auditor General regarding the Business Plan and Annual Report.
8. Direct the operations of the branch and perform expenditure officer responsibilities in accordance with the Financial Administration Act to manage and control financial resources.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

### **Knowledge Required:**

- Ministry's mandate, business plan initiatives, current strategies, and sensitive issues.
- Strategic Planning and Enterprise Risk Management concepts and practices.
- Government of Alberta's business planning and financial planning (budget) process.
- Forecasting methodologies and tools.
- Government of Alberta's financial reporting requirements.- Personnel policies and human resource management.
- Records management and FOIP.

### **Skills Required:**

- Building and leading effective teams.
- Facilitation and consensus building.
- Creative problem solving with sound judgment and decision-making.
- Excellent verbal and written communication and presentation skills.
- Project management and evaluation.
- Policy development.

### **Essential Work Experience:**

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- Five or more years of demonstrated business planning and budget experience. Considerable management level experience in supporting executive decision makers in a government setting. Experience in a decentralized planning environment would be beneficial.

**Post Secondary Education:**

- Degree in Business, Public Administration, or Political Science.

**Designation AND/OR Certification Required:**

- Professional accounting designation is required (CA, CMA, CGA). Consideration may be given to candidates without a professional designation who have obtained a Masters level or higher degree in Business, Public Administration, or Political Science and who also have sufficient experience in public sector accounting and business planning.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Leadership qualities required for this position include: visioning, planning, organizing, analysis, evaluating, coaching. Of particular importance is the ability to anticipate executive and Government needs and the ability to produce sound financial advice and information quickly and reliably. Because the Ministry operates a decentralized financial management structure, the ability to effectively communicate and facilitate good working relationships with other Ministry officials is paramount.

The position must coordinate and organize the branch's activities by providing direction to staff on financial and business planning policies and procedures, the Ministry's business planning framework, and financial reporting policies; ensuring the branch's direction is consistent with overall Ministry direction.

Position is also responsible for evaluating the branch's performance and deliverables.

Position is a leader in applying knowledge financial/budget management, business planning, forecasting, and strategic decision-making. It is looked upon by Ministry executive to provide business, financial planning, and financial policy advice.

## Problem Solving

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**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The Director of Business and Financial Planning position is required to utilize innovative financial and planning solutions (within the framework of the Financial Administration Act) to provide for the financial needs of all divisions within the Ministry.

Of note is the use of a software tool called the Operational Planning System (OPS) which is an initiative of Alberta Government Services to manage, track, and report on the Departments Operational Plan on both the departmental and divisional levels.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Chief Financial Officer	Regularly.	Primary supervisor. Obtain general direction and guidance and receive project assignments. Coordination, consultation and approval regarding all work assignments including the business and financial plans, forecasts, analysis, action requests etc. Communication channel to Executive Committee and Minister's office
Executive Committee		Support effective and timely strategic decisions through provision of information, analysis, and recommendations. Approval of Business Plan, budgets, Annual Achievement Report and Annual Report. Reporting to Executive Committee as backup to CFO as required. Provide primary summary financial documents to

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		facilitate financial decisions and sound financial management.
Minister		Provide briefings, speaking notes, and other materials for presenting the Business Plan, Annual Report, and funding proposals to Standing Policy Committee, Treasury Board and the Committee of Supply.
Director, Financial Reporting		Accurate accounting and reporting of capital versus operating items. Financial statements included in the Annual Report. Analysis of budget variances relating to revenues and expenditures.
Performance Measures Steering Committee		Sufficient measurable and objective performance measures for the key goals and strategies in the business plan. The Annual Report includes results of performance measures, explanations of variances, and future targets.
Executive Director, Human Resources and the CEO		Obtain information from Ministry's human resources and information technology plan for incorporation and alignment into the Ministry's business plan. Identification of impact on annual budgets. Participate on IM / IT Steering committee and on the Business and IT Leader's Oversight Committee (BITLOC) as required.
Divisional Management		Ensure Management understands and applies the corporate planning process and establishes divisional plans that support the implementation of the Ministry's plan. Provide direction, monitor financial performance and budget

		adherence, and provide consultative assistance relating to financial decisions and operational improvements.
Branch Staff members		Perform primary supervisor functions. Provide general direction, guidance, and project/work assignments. Coordinate, consult and approve work assignments including the business and financial plans, forecasts, analysis, action requests etc. Communication channel to the Senior Financial Officer and other Executive Members.
<b>External</b>		
Auditor General		Resolve audit inquiries and implement recommendations. Consult with audit management relating to performance audits, and other audits relating to budgeting, forecasts, business planning, etc. Coordinate audit responses from other divisions.
Alberta Finance		Provide input into cross government planning and budget processes through <i>Alberta Finance Office of Budget Management</i> . Obtain information on financial and business planning, budgeting and forecast requirements and processes. Ensure Alberta Finance clearly understands our plans and budget/resourcing issues. This is a critical requirement since Alberta Finance is often a channel of communication to Treasury

		<p>Board and other financial decision making committees.</p> <p>Coordination of agenda items and required documents and information for Treasury Board, SPC, and Committee of Supply.</p> <p>Support or participate in other Alberta Finance Committees or programs to ensure the Ministry's interests are addressed. For example: IMAGIS - to support Ministry's use of IMAGIS budget module upgrades and enhancements.</p>
Other Ministry Planning Groups		Ensure our Ministry's strategies and business plan align with corporate initiatives, partnerships, etc.
Industry Reps and Stakeholders		Obtain input and support for Ministry's plan and priorities.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The Director, Business and Financial Planning position is responsible for results that affect the entire department on a regular basis, e.g. budgets, revenue and expenditure forecasts, funding and spending advice. The position has the authority to investigate financial matters from all divisions that come to the attention of the Director or SFO. The position is also responsible for providing sound financial and business planning advice and consultation to Management.

The position is responsible for keeping the Senior Financial Officer and the Deputy Minister apprised of major budget and business planning issues that may arise. The strategies and processes that are developed and implemented by this position have a significant impact on the overall financial accountability of the Ministry.

Last Review / Update: 2015-02-06

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# MJEP

## Benchmark Evaluation - M420-17

### Identification Section

<b>Working Title:</b>	Head, Resource Integration and Planning
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Fish and Wildlife
<b>Reports To:</b>	Executive Director, Fisheries Management
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-17
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Executive Director, Fisheries Management, this position works to ensure the long-term sustainability of fish and wildlife resources through planning, designing, and integrating fisheries and wildlife resource management and biodiversity objectives into provincial land, water, and resource activities. Key responsibilities include terrestrial and aquatic ecosystem management, conservation of biodiversity, habitat protection and restoration, and strategic planning. The position leads a group of professional and technical staff involved in developing fish and wildlife habitat conservation and biodiversity programs, legislation, and policy throughout the province.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII3 400	E4 43% 175	E2-P 175	750

Short Profile: B

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## Evaluation Rationale

- **Know-How:**

- **F:** Position has specialized knowledge of conservation of biodiversity, habitat protection and ecosystem management for the Province. Senior biologists report to this position, and it requires an in-depth understanding of fish and wildlife ecology, land and resource management issues and approvals processes, plus other wildlife and fish management practices. A good understanding of water and land management legislation, policies, and practices is required.
- **II:** The Director must integrate scientific programs with management concepts to develop resource management and conservation strategies. It must be able to design and deliver a variety of programs that are functionally diverse. Managing the balance between developing Alberta's economy and maintaining environmental sustainability is a key challenge for this position.
- **3:** The position must maintain positive relationships with key industry stakeholders, research institutions, conservation groups, and other government organizations to share best practices, develop fish and wildlife policies, determine research needs, and enhance current strategies in resource integration.

- **Problem Solving:**

- The Director uses strategic problem solving to plan programs and policies related to resource integration. Considerable time is spent addressing problems and supporting decision-making processes in the division to achieve resolutions that benefit fish and wildlife resources and stakeholders. The Fish and Wildlife division does not have legislated authority to regulate land and water use and allocations. The challenge in the position is to support the agenda of resource sustainability without specific support from legislation. The position must foster positive working relationships with industry and government to advance and gain acceptance of fish and wildlife objectives in land and resource strategies. The lack of regulatory duty to address fish and wildlife conservation matters necessitates the position having significant skills at presenting positions and remedies amenable to decision makers. The relative scarcity of data on most fish and wildlife species and social expectations requires the ability to design and deliver effective programs where considerable uncertainty exists.

- **Accountability:**

- **E:** The position works within a matrix organizational structure where it reports functionally to the Executive Directors of Fisheries Management and Wildlife Management, respectively. It is responsible for developing policy and formulating strategic program direction for both fish and wildlife programs. It is accountable for ensuring resource and conservation programs are delivered according to established criteria.
- **2-:** In planning programs and policies, the role impacts employees of the Fish and Wildlife Division in the delivery of these programs. A specific group of external stakeholders concerned with fish and wildlife are also affected by policy decisions made.
- **P:** The role has a primary impact in developing fish and wildlife programs for the division to deliver.

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**Last Reviewed:**

Last Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M420-17

### Identification Section

<b>Working Title:</b>	Head, Resource Integration and Planning
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Fish and Wildlife
<b>Reports To:</b>	Executive Director, Fisheries Management
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Head of Resource Integration and Planning reports administratively to the Executive Director of Fisheries Management, and has joint program accountability to the Executive Directors of Fisheries Management and Wildlife Management, respectively. The incumbent is responsible for effectively planning, designing and integrating fisheries and wildlife resource management and biodiversity objectives into provincial land, water, resource as well as broader landscape management activities to ensure the long-term sustainability of fish and wildlife resources. Key responsibilities include terrestrial and aquatic ecosystem management, conservation of biodiversity, habitat protection and restoration, and strategic planning.

The position provides leadership and direction to a group of professional and technical staff involved in developing and delivering fish and wildlife habitat conservation and biodiversity programs, legislation, policies, and services throughout the province. The position also provides information, and advice throughout the Division, the Department and other resource management agencies on the design, integration, and delivery of fish and wildlife habitat conservation programs associated with the government and non-government land and landscape management activities. As a member of the Division's Management Team, the incumbent provides advice and support to the two Executive Directors, contributes to policy development and strategic planning, and implements strategic initiatives to achieve Ministry Business Plan goals. Position works closely with Ministry program managers, program managers in other provincial Ministries, federal agencies such as Environment Canada and the Department of Fisheries and Oceans, industry stakeholders, academia, Alberta Conservation

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Association and other conservation organizations to develop resource management strategies, collaborative management approaches and to anticipate and resolve issues.

This position represents the Branches, Division, and/or Ministry on various provincial, inter-provincial, and inter-governmental committees, boards, task forces and teams on matters pertaining to fish and wildlife habitat conservation and biodiversity issues. A key element of this position is the building and maintaining of effective networks, relationships, understanding and commitment of resource and land managers within and outside of the Department to effectively achieve those landscape conditions necessary for sustaining Alberta's biodiversity and fish and wildlife resources.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

### 1. Strategic Provincial Program Direction

Biodiversity conservation and fish and wildlife habitat conservation program priorities, strategies, and objectives are consistent with and support Ministry Business Plan objectives, Divisional Operational Plans, policies, and strategies. Program and administrative guidelines and standards are in place to guide and ensure programs are incorporated into departmental planning processes and are implemented consistently and effectively throughout the province.

Development of landscape strategies that allow for development of the province's natural resources while ensuring the viability of the province's biodiversity and fish and wildlife populations and the continued social and economic benefits derived from healthy fish and wildlife populations.

Provincial research program needs and priorities are effectively identified for biodiversity and fish and wildlife habitat conservation. Viable research partnerships are developed and maintained, objectives achieved and relevant research results are shared and applied consistently.

### 2. Issues Management

Approaches are proactive and organization in place to anticipate and handle potential issues. Strategies are developed to remove or mitigate issues and monitor actions to ensure program implementation remains effective.

Issues are handled in a professional and timely manner with positive results as measured through stakeholder and Ministry feedback.

### 3. Provincial Program Priorities, Standards and Consistency are Maintained

Leadership related to provincial biodiversity and fish and wildlife habitat conservation provided to fisheries and wildlife regional and headquarters program heads in developing provincial fisheries and wildlife program priorities, maintaining standards and consistency of application.

Program priorities are set to meet Ministry Business Plan goals and objectives through development of a program business plan that is tied to individual performance agreements and measured through monitoring, reporting and evaluation.

#### **4. Program implementation and Monitoring**

Biodiversity and fish and wildlife habitat conservation needs and objectives are represented, understood, integrated and incorporated into various resource land and resource landscape management exercises and referral processes (i.e., Regional Integrated Resource Management Plans and Strategies, Detailed Forest Management Plans, Provincial Forest Management Ground Rules, Protected Area Management Plans, Access Management Plans, Water Management Plans, various Integrated Resource Management Plans, etc.).

Approaches, guidelines and strategies for mitigating impacts of resource development and land use activities on biodiversity, fish and wildlife populations and habitat are developed in collaboration with land, water and resource managers (e.g., Public Lands and Forests Division, Alberta Environment, Community Development, Fisheries and Oceans Canada, Environment Canada) and effectively communicated.

Understanding and commitment of other land and resource managers is fostered (in collaboration with headquarters and regional fish and wildlife management heads) to incorporate planning and operational activities that effectively achieve identified fish and wildlife management and habitat conservation objectives, species recovery plans and management plans.

Objectives for biodiversity and fish and wildlife habitat conservation are identified and shared with resource managers and decision-makers, implemented and monitored on the landscape through collaboration and partnerships with an extensive network of government, industrial, scientific and stewardship organizations.

Knowledge and understanding of leading edge land and resource management strategies, techniques and practices developed by other jurisdictions, governments, organizations, industries and academia are maintained, assessed and applied to provincial biodiversity and fish and wildlife habitat conservation programs where appropriate.

Program delivery is monitored and evaluated for effectiveness with particular attention to improvement of planning, strategies and delivery mechanisms (e.g., Fish and Wildlife staff participate in forest industry performance audits, biodiversity monitoring programs, guideline evaluation exercises, etc).

#### **5. Establish and Maintain Partnerships**

Extensive and effective multi-level partnerships are developed with land and resource managers, agencies, proponents, industry and other stakeholders in an effort to develop integrated resource management approaches built on collaboration which further fish and wildlife management goals and objectives.

Effective approaches and strategies for maintaining biological diversity while accommodating industrial development are developed in collaboration with fisheries and wildlife regional and headquarters program heads, land, water and resource managers.

Effective working relationships with federal, provincial, and territorial agencies responsible for biodiversity and fish and wildlife habitat conservation contribute to effective conservation, and the attainment of Alberta provincial goals and objectives. (e.g., definition of roles and responsibilities of Fisheries and Oceans Canada and provincial resource management agencies with respect to fish habitat management).

Maintains effective working relationships with various national and provincial conservation associations that are involved in conservation of fish and wildlife resources (e.g., Federation of Alberta Naturalists, Alberta Fish and Game Association, Alberta Conservation Association, Ducks Unlimited).

#### **6. Program Organizational and Budget Management**

Professional and technical staff directly assigned to the program area are knowledgeable of performance expectations, level of authority, capacity to act and standards for accountability.

Divisional program priorities, manpower and budget strategies effectively address biodiversity and fish and wildlife habitat conservation program needs.

Staff actively contribute to program strategic direction and establishment of priorities.

Program budget expenditures do not exceed allocated funding and program results meet established program expectations.

#### 7. **Legislation and Policy Related to Fish and Wildlife Habitat Conservation**

Initiates action that ensures legislation and policy pertaining to biodiversity and fish and wildlife habitat conservation reflects evolving societal expectations.

Drafts provincial policy for fish and wildlife habitat conservation that effectively addresses current and emerging needs and values.

Actively influences federal, provincial and municipal resource management and land use policy, guidelines-procedures, standards and legislation to reflect biodiversity and fish and wildlife conservation needs.

Interpretation and application of various resource legislation and policy by staff and resource managers, regulators and stakeholders are supportive of fish and wildlife conservation objectives.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

A working knowledge of fish and wildlife ecology and management concepts to ensure a comprehensive understanding of fish and wildlife values, management objectives and resource management strategies.

A comprehensive understanding of fish and wildlife habitat needs, major factors affecting them and an understanding of cause and effect relationships.

A comprehensive understanding of current land and resource management strategies employed to manage effects of resource development and human activity on fish and wildlife resources.

Knowledge of various land and resource management approval processes, potential industrial and human use impacts, effective landscape strategies and techniques to mitigate on fish and wildlife resources.

A thorough understanding of landscape management, coarse and fine filter management concepts, approaches and practices.

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A good understanding of various legislation, policies, guidelines, standards and practices related to fish and wildlife management; and a good understanding of other related resource, water and land management legislation, policies and practices that influence fish and wildlife management.

Degree in fish and/or wildlife biology and/or resource management with extensive senior professional biological and management experience.

Extensive experience managing people and programs including a working familiarity with financial and business management-planning systems.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Strong leadership, team-building, communication, facilitation and conceptualization skills required to provide strategic program vision, lead effective teams comprised of staff from many areas, develop conservation strategies, resolve complex issues and achieve effective outcomes (i.e., federal-provincial technical working groups, Land Managers Group, Cross-Ministry working groups, program business case development, integration of federal/provincial regulatory processes).

Requires thorough awareness of organization structure - responsible for program design and delivery in both the Fisheries and Wildlife Management Branches, and provides input to Divisional organization design, staffing and strategies related to delivery of biodiversity and habitat conservation programs. Must create and capitalize on opportunities to achieve fish and wildlife habitat conservation program objectives through collaboration with other program managers within the department, other agencies, industry, conservation associations, research institutions and academia.

Strong negotiation skills are required in accommodating fish and wildlife management objectives while balancing other environmental, economic and social values. (i.e., M.O.U's, integrated resource management strategies, competing social values among recreation users over allocation of the landscape for diverse and conflicting uses, obtaining support for research initiatives, etc.).

## Problem Solving

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**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Problem-solving skills including development of strategic approaches to fish and wildlife management challenges; mediating disputes between stakeholders on management issues; developing of creative win-win approaches, resolution of resource management issues when consensus cannot be reached; and using judgement in decision making that balances the best available scientific information with social, political and economic expectations.

The relative scarcity of data on most fish and wildlife species and social expectations requires the ability to design and deliver effective programs where considerable uncertainty exists. The ability to compile and synthesize diverse inputs, develop new management approaches that are responsive to changing circumstances, and continually monitor and refine processes and programs is essential.

Fish and Wildlife Division does not have legislated authority to regulate land and water use and allocations. As a result, a key challenge of this position is to foster positive working relationships with industry and government land and water managers in order to effectively advance and gain acceptance and incorporation of fish and wildlife objectives/conditions in land and resource plans, strategies and approvals issued. How effectively this is accomplished has serious implications on the fish and wildlife resource and achievement of fish and wildlife program objectives, issue resolution, and maintenance of effective working relationships, etc.

A very challenging aspect of the position is to instill a business philosophy and understanding by staff on the importance of providing credible scientific advice supportive of decision-making processes that are value laden. A key element is maintaining an objective approach to problem solving and decision-making processes in the face of emotionally charged issues.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
DM, and ADM, FWD	Regular contact.	Review resource management policy matters (e.g., Cross-Ministry initiatives,

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		Integrated Resource Management, Environmental Impact Assessments, etc).
Provincial Fish and Wildlife Staff	Ongoing	Issues management, strategy developmental program planning and implementation.
Senior Multi-disciplinary teams involving other resource managers, public and stakeholders (inter-agency, inter-provincial, inter-governmental, and stakeholder organizations)	Ongoing	Facilitation of provincial or national agreements, develop collaborative direction, develop MOU's.
<b>External</b>		
Industrial stakeholders, research institutions, and NGO Organizations (Alberta Forest Products Association Canadian Association of Petroleum Producers, Ducks Unlimited, Trout Unlimited, Alberta Conservation Association ARC, etc).	Ongoing	Interface regarding FandW policies, objectives, research needs, strategies, guidelines, best practices.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

Accountable jointly to the Executive Director of Wildlife Management and the Executive Director of Fisheries Management the position is responsible for integrating fish and wildlife programs where appropriate and for providing leadership in areas of biodiversity and habitat conservation program design/delivery. This includes policy development, formulating strategic program direction, resolving complex issues, maintaining provincial standards, and ensuring field program delivery is consistent with business plans goals and objectives. Accountable for:

- Ensuring resource and conservation programs are delivered according to established criteria and within budgets.
- Program staff possess the skills and knowledge to accomplish what is possible within the program's capacity.

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- Establishing and maintaining effective partnerships with other agencies, governments, key industrial sectors and key stewardship organizations. The ability to forge effective working relationships will be fundamental to success in realizing divisional goals and objectives.

This position will lead the Divisions interaction with land and resource managers within government, industry and key stakeholders as it relates to getting others to recognize and support provincial biodiversity and fish and wildlife habitat conservation objectives in their plans and activities.

Last Review / Update: 2016-03-11

# MJEP

## Benchmark Evaluation - M420-16

### Identification Section

<b>Working Title:</b>	Program Manager, Mathematics
<b>Ministry:</b>	Education
<b>Division, Branch/Unit:</b>	Basic Learning/Provincial Standards and Processes
<b>Reports To:</b>	Director, Curriculum
<b>Levels to D.M.:</b>	4
<b>Job Description:</b>	M420-16
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Director, Curriculum, the position ensures that high quality Mathematics programs are available to Alberta students and that courses of study align with the general learning outcomes contained in the Ministerial Order on Goals and Standards Application to the Provision of Basic Education. The position supervises the review and revision of programs of study for Mathematics (Kindergarten to Grade 12), including the general and specific learner outcomes, selection of learning and teaching resources and development of curricular documents and supporting implementation materials.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
GI3 400	E4 43% 175	E1P 152	727

Short Profile: P1

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## Evaluation Rationale

- **Know-How:**

- **G:** Requires extremely in-depth, expert knowledge of mathematics, curriculum develop models, current curriculum trends, Kindergarten - Grade 12 learning and teaching theories, and provincial standards for the program of studies. It must have experience teaching and administering such programs at the school or jurisdiction level to be able to develop high quality mathematics programs and promote acceptance of programs by Albertans and post-secondary institutions.
- **I:** Position coordinates the business planning and administrative processes related to the mathematics curriculum development program, which is a highly specific and narrow area. It also functions as a research role, monitoring implementation of the program.
- **3:** Position is a primary consultant in specialty area for clients, including parents, businesses and education professionals. Position must enlist the assistance and support of various stakeholders, including teachers, parents, students, post-secondary institutions, and professional organizations, to contribute to the development, implementation, and promotion of high quality mathematics programs.

- **Problem Solving:**

- Position has an analytical and research focus. It must develop curriculum frameworks, and provide a seamless transition in curriculum from grade to grade and from senior high to post-secondary studies and the workplace. Changes to technology and new research on learning theories and principles must be incorporated into the curriculum plans. The position works with provincial standards and guidelines as well as the School Act and other policies of the department.

- **Accountability:**

- **E:** The curriculum developed by this position is subject to the review of the Director, Curriculum, one of the four management levels above it, limiting its freedom to act. The position is able to resolve varied issues within one narrow area of curriculum.
- **1:** Decisions impact Alberta students from kindergarten to grade 12 in a specific program.
- **P:** The Program Manager has a primary impact on the quality of the Mathematics (K-12) Program in Alberta.

**Last Reviewed:**

Last Review / Update: 2015-02-05

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Classification: Public



# MJEP Benchmark

## Job Description - M420-16

### Identification Section

<b>Working Title:</b>	Program Manager, Mathematics
<b>Ministry:</b>	Education
<b>Division, Branch/Unit:</b>	Basic Learning/Provincial Standards and Processes
<b>Reports To:</b>	Director, Curriculum
<b>Levels to D.M.:</b>	4

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Program Manager provides leadership to ensure that high quality Mathematics programs are available for Alberta students and that the courses of study align with the general learning outcomes contained in the Ministerial Order on Goals and Standards Applicable to the Provision of Basic Education.

The position supervises the review and revision of programs of study for Mathematics (Kindergarten to Grade 12), including the general and specific learner outcomes, selection of learning and teaching resources, and development of curricular documents and supporting implementation materials.

The position operates as part of a larger team in the Provincial Standards and Processes and in the Basic Learning Division. The position consults and collaborates with clients, stakeholders and partners in other Provincial Standards and Processes Branches; in Field Services and Project Management and Interagency Coordination (PMIC); and other government departments to meet government and Education Business Plan goals. Consultation and collaboration with clients, stakeholders and partners in the broader community beyond government is also a requirement for this position.

### Specific Accountabilities

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**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Working closely with staff in the branch and division, the Program Manager is responsible for all phases of curriculum development for Mathematics (Kindergarten to Grade 12), specifically the following outcomes:

- Initiate processes to ensure ongoing curriculum needs assessment occurs.
- Lead activities to develop curriculum frameworks and learner outcomes in assigned programs and courses of study.
- Collaborate with other Provincial Standards and Processes branches, Field Services and Project Management and Interagency Coordination (PMIC) to develop, validate, and support implementation of programs of study.
- In collaboration with Alberta Advanced Education, develop bridging courses and off campus and other programs to provide transition between Grade 12 and post-secondary institutions.
- In collaboration with other Provincial Standards and Processes branches, Field Services and PMIC review learning outcomes with clients and stakeholders to ensure effectiveness. (e.g. a consultative needs assessment).
- In partnership with Professional Development branch and Certification and Regional Consortia and in collaboration with other clients and stakeholders, coordinate provision of orientation sessions to support implementation of new or revised learning outcomes.
- Collaborate with Learner Assessment Branch to design and develop provincial achievement tests, diploma examinations, and special program assessments.
- Support Learning and Teaching Resources branch to review, select, and develop teaching and learning resources.
- Recruit and supervise employees to develop and maintain a highly skilled, motivated and productive staff.
- Prepare program budget requests, monitor expenditures, administer contracts and produce cash flow estimates to ensure effective and efficient use of budget resources.
- Research, develop and coordinate briefings on issues, policy and programs in response to requests or in support of recommendations.
- Assist Director in the general operation of the Curriculum Branch.
- Consult and collaborate with French Language Services and Aboriginal Services to provide responsive and flexible services that support curriculum design and resource development which addresses the varied learning needs of their communities.
- Collaborate with Learning Technologies Branch, Information and Strategic Services and partners in other Branches in the coordinated development of an on-line curriculum repository for the Alberta Education website, digitally based resources, distance learning and a digital curriculum database. Collaborate with clients, stakeholders and partners to develop unique projects to better serve Alberta students.
- Consult and collaborate with Alberta Council on Admissions and Transfers (ACAT) and Alberta Advanced Education to provide for seamless transitions to post-secondary programs.
- Collaborate with Special Programs Branch to develop and adapt curriculum and resources to meet the special needs of students.
- Develop and implement programs of studies which integrate information and communication technologies (ICT) outcomes as well as career and employability skills.
- Provide support, liaison, and expertise to a specific Zone in Field Services as a member of their team.
- Participate in the development and attainment of division and department goals.

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- Provide support, assistance and expertise as required to the Assistant Deputy Minister, Deputy Minister and Minister to provide a flexible and responsive administrative system that meets the needs of clients, stakeholders and partners.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Requires expert knowledge of K-12 theories, principles and techniques in a core subject area in order to ensure that excellent math programs are available, as well as to monitor and evaluate implementation of this core business area.

Extensive knowledge of curriculum development models and current research regarding trends in curriculum as well as an extensive background in Mathematics.

Considerable related teaching and administrative experience at the school, jurisdiction, and/or department level.

In-depth theoretical and practical knowledge of teaching and learning processes.

(This specific knowledge and experience is essential to develop high quality kindergarten to Grade 12 programs in Mathematics and to promote acceptance of programs by Albertans and post secondary institutions.)

Knowledge of the content or programs of study and learning and teaching resources, learner assessment materials, and related curriculum documents to respond to issues, promote programs, and support the work of other branches.

Knowledge of provincial standards for the program of studies, as well as other documents that direct the development and delivery of school programs (e.g. the Business Plan, School Act and Policy Manual).

Understanding of budget planning, departmental business planning, and administrative processes relating to effective and efficient operations as the position prepares budgets and cash flows for the program, supervises permanent and contracted staff, develops briefings and other correspondence for the Executive Director, Assistant Deputy Minister, Deputy Minister and Minister.

Ability to recommend changes in policy, procedure and legislation to improve education and services to students.

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Computer literacy.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Strong consultation skills with clients, which include parents, business and professionals.

Strong coordination and leadership skills to carry out work in a complex divisional organization and to establish, coordinate and chair advisory, development and validation committees.

Flexibility, responsiveness, and ability to collaborate are key attributes required for effective coordination, organization, and leadership.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Works within a broad framework of policies creating curriculum and assessment standards. High degree of analytical, interpretive, evaluative and creative thinking required to ensure programs meet provincial standards.

The position must remain continuously sensitive to the larger political and societal context in which the key departmental objectives of responsiveness, flexibility and collaboration are to be achieved.

The position works with provincial standards and guidelines as well as the School Act and other policies of the department. The Director of Curriculum and members of the inter-branch team, along with Advisory Committees and the department Business Plan, are available for guidance. Guidance is also gained from ongoing connections with joint committees (e.g. WCP Common Framework).

Challenges faced by this position include:

- Negotiations among parties with separate interests and agendas (e.g. post secondary institutions, business and industry, schools, and government) when developing curriculum frameworks and learner outcomes.

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- Integrating career education, technology and digital curriculum outcomes with new programs (e.g. information and technology outcomes).
- Providing leadership in the Mathematics curriculum at the provincial level while respecting local decision-making.
- Promoting acceptance of "applied" learning by post secondary institutions and other Albertans.
- Providing a seamless transition in curriculum from grade to grade and from senior high to post-secondary studies and the workplace.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Staff in other branches and divisions	Frequent, often daily.	Takes place at-all stages of the curriculum development and implementation process.  Position must enlist the assistance and support of the many people who can contribute to the development, implementation, and promotion of high quality Mathematics programs.
<b>External</b>		
Clients including parents, businesses and education professionals.	Frequent, often daily.	Position functions as primary consultant in specialty area.
Various stakeholders including teachers, administrators, parents, students, post secondary institutions, stakeholder groups, and professional, business, and community organizations.	Frequent, often daily.	Position enlists assistance and support to contribute to the development, implementation, and promotion of high quality Mathematics programs.

## Impact and Magnitude of Job (Scope)

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**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

This position is subject to broad practices and procedures, policies and legislation, and develops criteria to evaluate programs. Within these broad frameworks, the Program Manager is expected to be innovative and creative and to take risks. The position is responsible for identifying emergent issues within the assigned curriculum area and developing strategies to deal with the identified risks and issues.

Results affect all students in Grades K-12 in this core program provincially.

The Program Manager is primarily accountable for the quality of the Mathematics (K-12) program of study and for all phases of the curriculum development process for the subject. The Program Manager exerts a strong influence and is jointly accountable for the selection or development of curricular documents and implementation materials and other support for the program, as well as for the promotion of high quality Mathematics programs across Alberta and the development of seamless transitions from senior high to further studies. Therefore the position has effective control over the significant activities and resources which produce the programs and is the sole position (at this level) which must answer for the results.

Last Review / Update: 2015-02-06

# MJEP

## Benchmark Evaluation - M420-15

### Identification Section

<b>Working Title:</b>	Senior Manager, Banking and Cash Forecasting
<b>Ministry:</b>	Treasury Board and Finance
<b>Division, Branch/Unit:</b>	Treasury Management
<b>Reports To:</b>	Executive Director, Treasury Management
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-15
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Executive Director, Treasury Management, the position has overall responsibility for directing the banking activity of the Government of Alberta, including administration of all bank accounts, operation of the central cash management system, and improved financial operations and payment processes. It also coordinates the development of new cash management capabilities for the Government of Alberta, including day-to-day and annual cash flow forecasting.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI+3 350	E4 50% 175	E2P 200	725

Short Profile: A1

### Evaluation Rationale

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- **Know-How:**

- **F:** The position requires extensive knowledge of revenue and expenditure patterns for all departments and agencies of the government, as well as detailed knowledge of banking and cash management services in order to best determine how to use such services to improve government operations.
- **I+:** The position manages a small complement of professional staff in a variety of areas that are functionally similar.
- **3:** The Senior Manager maintains effective relationships with representatives of all local banks and SFO's of all government departments, agencies, and crown corporations.

- **Problem Solving:**

- The position is involved in complex financial planning and analysis to optimize the government's cash flow and investments. The challenge is to balance the amount to invest on a day-to-day and annual basis without allowing a shortage of the government's cash flow. The Executive Director and various pieces of legislation provide broad, strategic assistance and guidelines.

- **Accountability:**

- **E:** The Senior Manager makes decisions on department requests for participation in the cash management system, and brings forward those situations that may indicate a change to an established department policy. The Financial Administration Act, Provincial Treasurer, and various procedures manuals guide decisions.
- **2:** The position supervises a small group of professional staff and manages a budget of \$1.5 million. The decisions made by the Senior Manager affect the cash flow of all government departments.
- **P:** Decisions impact the Government of Alberta's day-to-day and annual cash flows.

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**Last Reviewed:**

Last Review / Update: 2016-03-11

# MJEP Benchmark

## Job Description - M420-15

### Identification Section

<b>Working Title:</b>	Senior Manager, Banking and Cash Forecasting
<b>Ministry:</b>	Treasury Board and Finance
<b>Division, Branch/Unit:</b>	Treasury Management
<b>Reports To:</b>	Executive Director, Treasury Management
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Executive Director, Treasury Management, Finance; the Senior Manager, Banking and Cash Forecasting has overall responsibility for directing the banking activity of the Government including administration of all bank accounts, operations of the central cash management system development of new cash management capabilities, improved financial operations and payment processes. The position has an overall responsibility for the forecasting of all government cash flows both on a daily basis and for the current fiscal year impacting both Liability Management and Investment Management. The Banking and Cash Forecasting group is comprised of a staff of six including the senior manager.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Supervise and provide input to the Manager, Banking and the team with respect to new projects underway, operation of the central cash management system and administration of the base of the bank accounts under the group's responsibility.

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Supervise and provide input to the Manager, Cash Forecasting and the team with respect to daily cash forecasting (particularly concerning daily results), the medium term cash forecast, the bank transfer service and the Foreign Drafts service.

With input from the Liability Committee, negotiate and conclude ISDA Master Agreements with Swap and Derivative Counterparties. Maintain the list of approved Counterparties, issuing a new list when circumstances change. Research and provide input and legal analysis regarding policy decisions of the liability Committee related to the Master Agreements.

Manage the relationship between our primary banker (presently CIBC) and IBM Global Services to improve payment processing, banking operations and assist with resolution of operational problems and information flow discrepancies.

Work with CIO's office and the One Window project team to coordinate implementation of E-business applications for the Province of Alberta and establish standards for these applications.

Provide input to the Manager, Debt Control and his team with respect to debt settlement and operation of the Farm Credit Stability Program.

Maintain continuing liaison with the Province's bankers exploring new developments in their capability for service delivery and the applicability to provincial operations.

Maintain and keep current the Senior Manager, Banking and Cash Forecasting portion of the procedure manual.

Projects as assigned from time to time.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

The incumbent would refer to the Financial Administration Act, (FAA), particularly Sections 15 and 16, Provincial Treasurer and Deputy Provincial Treasurer Directives and Authorities, Alberta Treasury Policy and Procedures manual and the Senior Manager section of the Banking and Securities Administration manual. The incumbent should have an undergraduate degree in commerce supplemented by 5 years experience in a Canadian Chartered Bank and 5 years management experience. A

non-financial undergraduate degree supported by experience in a Chartered Bank and some Institute of Canadian Bankers coursework would substitute. Additional experience in government setting would be a definite asset.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The incumbent is expected to make decisions with respect to negotiations of ISDA Master Agreements, only bringing forward with a recommendation issues that are clearly departures from department policies. The incumbent is expected to make decisions with respect to organisations requesting participation in the cash management system, only bring forward situations which may indicate a change to established department policy. The incumbent is expected to make decisions related to funds transfers and the manner in which they shall be handled ensuring that such transfers are properly authorised. The incumbent is also expected to make decisions with respect to the group's budget keeping in mind needs of the Division.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The position requires a significant breadth of technical knowledge. The incumbent must have significant knowledge of major revenue and expenditure patterns within all departments and agencies of the government as well as detailed knowledge of banking and cash management services in order to best determine how to use such services to improve government operations and which services are best to use. The knowledge of department and agency operations also assists the incumbent in contributing to the overall forecasting process, improving both asset and liability management. The incumbent also requires significant managerial skills as the staff under direction possess varied skills depending on the requirements of their positions.

## Relationships/Contacts

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**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

<b>Clients</b>	<b>Frequency</b>	<b>Nature &amp; Purpose of Contact</b>
<b>Internal</b>		
Cash Management Committee	Weekly.	Review/plan future investing or borrowing requirements.
Senior Financial Officers - departments, agencies, crown corporations	As required.	Review banking requirements/ assist in implementation of new services.
<b>External</b>		
Local bank representatives at various levels	Daily/as required.	Resolve problems/implement new service/discuss banking issues and trends.
Industry organizations (i.e. Canadian Payments Association, Treasury Management Association of Canada)	As required.	Discuss banking issues/trends within industry.
Banking/Cash Management employees from provincial and federal governments	At least annually.	Discuss issues common to governments.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The incumbent is responsible for a staff of six and a budget of 1.5 million.

Last Review / Update: 2016-03-11

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Classification: Public





# MJEP

## Benchmark Evaluation - M420-14

### Identification Section

<b>Working Title:</b>	Public Guardian
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Strategic Planning and Support Living, Office of the Public Guardian
<b>Reports To:</b>	Director, Office of the Public Guardian
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-14
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Director of the Office of the Public Guardian, this position is responsible for leading the implementation of guardianship provisions within the *'Dependent Adults Act'*, the surrogate decision-making provisions within the *'Personal Directives Act'*, and the consentor of last resort provisions within the *'Mental Health Act'*. The Public Guardian has sole legislated court ordered authority in a specific region for surrogate decision-making for approximately 2,000 dependent adults in Alberta and all incompetent involuntary mental health patients who are not represented by others. Maintaining partnerships with the public and other interest groups and organizations, and maintaining effective open and consultative relationships with clients and stakeholders is a key aspect of this role. The Public Guardian also has responsibility for reviewing private guardian cases, and for providing information and consultation to family members, surrogate decision-makers and the general and interested public.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI+3 350	E4 43% 152	E2P 200	702

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Classification: Public



Short Profile:

A2

## Evaluation Rationale

- **Know-How:**
  - **F:** Requires extensive legislative knowledge and skill as well as knowledge of court proceedings, development of surrogate decision-making legislation, and the delivery of statutory decision-making programs.
  - **I+:** Position leads and directs activities of a large unit of professionals (human services workers and administrative staff) who have similar roles, responsibilities and objectives, focused on the delivery of guardianship services to clients.
  - **3:** The highest level of Human Relations skills are required to work with high needs clients in very sensitive and complex situations often involving conflict, crisis and life and death decisions.
- **Problem Solving:**
  - Problem solving is within a general frame of reference requiring variable and creative approaches to resolving highly complex and sensitive client situations including end of life decisions, delicate health care decisions, and criminal and civil law decisions. Requires interpretation and application of relevant legislation in order to effect decision-making outcomes that are in the best interest of the individual client. The position reports to a director, and strict legislation governs its authority.
- **Accountability:**
  - **E:** There are regulations and broad practices and legislation as well as functional precedents and well defined policies governing this position. There is managerial direction towards achievement of specified results.
  - **2:** Results are externally focused and affect a significant segment of dependent adults, as well as seniors and all adult Albertans through personal directives legislation.
  - **P:** The Public Guardian is fully responsible for effectively delivering a program, and is directly involved in administering legislation.

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### Last Reviewed:

Last Review / Update: 2015-04-13

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# MJEP Benchmark

## Job Description - M420-14

### Identification Section

<b>Working Title:</b>	Public Guardian
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Strategic Planning and Support Living, Office of the Public Guardian
<b>Reports To:</b>	Director, Office of the Public Guardian
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Director of the Office of the Public Guardian, the Public Guardian is responsible for the implementation of guardianship provisions within the Dependent Adults Act, for the surrogate decision-making provisions within the Personal Directives Act, and for the consent-of-last resort provisions within the Mental Health Act. The Public Guardian has sole legislated and court ordered authority in a specific region for surrogate decision-making for dependent adults in Alberta and for all incompetent involuntary mental health patients who are not otherwise represented. Additionally, the Public Guardian has responsibility for reviewing, and providing information and consultation to private guardian cases.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

To lead the provision of effective and efficient decision-making services to Dependent Adults by: ensuring decision-making services are accessible 24 hours per day; ensuring adult Albertans are aware of the Personal Directives Act legislation by providing accurate and timely information about new or amended programs; acting as decision maker of last resort under the

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Mental Health Act by analyzing the circumstances of referred mental health patients and consenting to appropriate treatment options; developing relationships with business leaders, agencies, community stakeholders, provincial organizations and governments to increase awareness of the needs of Dependent Adults and collaborating with them on initiatives that emerge with respect to legislation and changing demographics; reviewing legislative alternatives which allow adult Albertans to have their citizen rights represented and protected; and by acting as a contract manager relating to all aspects of regionally contracted services between the Office of the Public Guardian and private agencies.

To ensure effective operational policies, procedures and standards are developed for the Public Guardians' Office by: setting priorities; developing timely and proactive policy responses and legislative amendments to current and emerging issues and trends affecting Dependent Adults; ensuring policy recommendations take direction from the Minister, DM, Executive Committee, and stakeholders; setting timelines for deliverables; managing the resources allocated to the branch; and by monitoring the effects of and making recommendations for amendments to existing decision-making policies, procedures and standards.

To provide leadership to regional Office of the Public Guardian staff to enable them to fulfill the PGs' delegated statutory obligations in an efficient and appropriate way by: directing professional staff in the delivery of services, providing training to staff allow them to meet the policy and standard demands of the Ministry; by monitoring and evaluating the performance of staff.

To ensure private citizens who are planning to, or have become surrogate decision-makers are provided with assistance and support by: providing them with advice and assistance through trained professional staff; putting on seminars and information sessions; consulting with the general and interested public regarding issues related to existing or needed surrogate decision-making legislation and mechanisms.

To ensure the regional program budget is appropriately managed and reflects the regional operational requirements of the Office of the Public Guardian by: participating with the Director in the evaluation and review of financial and human resource requirements across regions; and by managing information systems, OPGIS reporting, budgeting and Office of the Public Guardian activities.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

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Position must have an in-depth knowledge of several legislative acts: *Dependent Adults Act, Personal Directives Act, Mental Health Act, Freedom of Information and Protection of Privacy Act (FOIP), Health Information Act, Hospitals Act, Protection of Persons in Care Act*, and the *Child Welfare Act*. A Degree in social sciences, law or education and progressive management experience with service delivery to adults who are unable to make their own decisions, including persons with mental handicaps, mental illnesses, brain injuries, seniors with dementia and other conditions which precipitate incompetence is essential. Extensive experience in human resources, budgetary, program management and business planning, and negotiating with other departments, service providers, interest groups and the general public is required.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The position must collaborate and organize the Public Guardian's Office with other stakeholders by providing direction to staff on policies, protocols and legislation; ensuring the Office's direction is consistent with the strategic plan of the Public Guardian's Office. Position facilitates relationships on behalf of Office staff with other ministries, the legal community, and stakeholders with various mandates and possibly competing priorities.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Formulating positions and instructing legal council to deal with constitutional challenges of the *Dependent Adults At, Personal Directives Act* and the *Mental Health Act*.

Mediating and solving problems encountered by guardians, agents, service providers etc., relating to the interpretation of various surrogate decision-making legislation.

As appointed Guardian for some 2000 dependent adults, the Public Guardian personally or through staff is responsible for making decisions and identifying service delivery and funding problems in a diverse array of situations (with no funds or direct program services to meet such needs).

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Analyzing and providing decisions in a wide variety of situations such as end of life decisions, delicate health care decisions, criminal and civil law decisions.

\* The Public Guardian is accountable for all client decisions and has the full authority vested from the Court for the personal decision making of dependent adults. Office of the Public Guardian policies provide general guidelines and matters to consider. These decisions are made in collaboration with the Director of the Office of the Public Guardian, using legal precedents as a framework.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Director OPG (Office of the Public Guardian)	Weekly.	Collaboratively develop operational policies, procedure and standards for the OPG as well as the legislative planning and the development of business models.
Seniors: Financial, Human Resource, and Communication Services branches	Monthly.	Effective and efficient management of manpower and resources and planning within Seniors Ministry.
<b>External</b>		
Courts, Alberta Justice, Legal Community	Monthly.	All client related decisions as Guardian, OPG is accountable to Court for all decisions. Representation in Surrogate or Appeal Court to ensure the protection of the personal rights of dependent adults.
Other ministries (PDD, Health, CFSA's, AHRE)	Weekly.	Work in partnership to implement new or amended legislation. Lead and participate in interdepartmental activities to develop

		new programs and procedures for meeting the needs of clients.
Wide range of service providers/agencies (local, provincial, national and international)	Monthly.	Consultation/collaboration with senior members of service and professional organizations to clarify relationships, explain legislation.
Regional Health Authorities, health professionals	Weekly.	Development of procedures/protocols and coordinated services/treatment for adult Albertans who cannot provide valid consents.
Community leaders, agencies and provincial national and international organizations, Aboriginal Communities and the general public	Weekly, monthly or annually.	Raise the profile of OPG through dissemination of information presented through a variety of mediums.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

As Court appointed guardian for over 2000 dependent adults, the Public Guardian personally, or through their staff must make decisions and identify service delivery and funding problems as well as make end of life decisions, sensitive health care and criminal and civil law decisions in the best interest of individual dependent adults.

Last Review / Update: 2015-04-13

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# MJEP

## Benchmark Evaluation - M420-50

### Identification Section

<b>Working Title:</b>	Southeast Area Manager
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Parks and Protected Areas
<b>Reports To:</b>	Executive Director, Field Operations, Parks and Protected Areas
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-50
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### [Organization Chart](#)

(requires login)

### Job Summary

Reporting to the Executive Director, Field Operations, Parks and Protected Areas, the Regional Area Manager is one of 6 positions responsible for the management of an assigned geographic region of the province. This position provides direction and leadership on all Southeast area programs and activities, ensuring that budget targets are met and appropriate financial and contractual controls are in place. All decisions and direction must be consistent with related legislation, policies and procedures applicable to the Parks and Protected Areas. The focus of the position is to ensure the effective delivery of field operations by actively promoting local problem solving and through the appropriate allocation of resources within the area. Key to addressing issues and ensuring the strategic direction of the department is ongoing liaison with public advisory groups, municipalities, MLA's department executives, local law enforcement agencies and other special interest groups and stakeholders.

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## Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI+3 350	E4 43% 152	E1+P 175	677

Short Profile: A1

## Evaluation Rationale

- **Know-How:**
  - **F:** Requires extensive knowledge and application of department policies and procedures, financial administration, related legislation including, Provincial Parks Act, Wilderness Areas, Ecological Reserves, Natural Areas and Heritage Rangelands Amendment Act, Disposition Regulations, Fees Regulations, Water Act, Historic Resources Act, Public Lands Act, and Occupational Health and Safety Legislation. Extensive knowledge of resource management, park management, or recreation management and heritage conservation and protection.
  - **I+:** Push on the I is for the requirement to inspire confidence and collaboration with the variety of stakeholder groups who have varying agendas, e.g. politicians, First Nations and community, while providing leadership in managing large programs while implementing the department business goals. Position is not a "II" because although there are many programs within the parks, heritage sites, and protected areas, this position has only 1/6 of the province's parks (the areas have been divided among 6 managers).
  - **3:** Demonstrated effective management and leadership experience in leading a diverse group of professional and technical staff. Position has considerable stakeholder relations and requires strong communication skills.
- **Problem Solving:**
  - Position must be able to achieve a balance between many competing interests and complex issues that exist regarding the land base and park operations. This includes parkland management with oil drilling interests.
- **Accountability:**
  - **E:** Position is responsible for managing the delivery of programs within legislative requirements for the Southeast geographic region.
  - **1+:** Results are externally focused affecting residents, clients and partners and stakeholders within a program or project area in a significant portion of the province.
  - **P:** The delivery of programs affects a large variety of stakeholders ranging from activity of First Nations in parks and protected areas, to members of the community and all users of the programs.

**Last Reviewed:**

Last Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M420-50

### Identification Section

<b>Working Title:</b>	Southeast Area Manager
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Parks and Protected Areas
<b>Reports To:</b>	Executive Director, Field Operations, Parks and Protected Areas
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Executive Director of Field Operations, Parks and Protected Areas, this Senior Manager position is responsible for the management of a large and highly diverse geographical area that includes the Cypress Hills Inter-provincial Park District as well the Dinosaur District. In the SE area there are a total of 8 provincial parks, including 3 Flagship Parks (Cypress Hills, Dinosaur and Writing-on-Stone), 3 ecological reserves, 7 natural areas, 7 provincial recreation areas and several Heritage Rangelands. This position provides direction and leadership on all SE area programs and activities including Heritage Appreciation, Heritage Protection, Infrastructure Management, Enforcement, Public Safety, Area Operations and Administration. This position ensures that budgets targets are met and that appropriate financial and contractual controls are in place. All decisions and direction must be consistent with pertinent legislation, policies and procedures applicable to the PPA division. The focus of this position is to ensure the effective delivery of field operations by actively promoting local problem solving and through the appropriate allocation of resources within the area. Liaison with public advisory groups, municipalities, MLAs, PPA and CD executives, local law enforcement agencies and other special interest groups is key to address issues and ensure Alberta Parks and Protected Areas are managed to PPAs strategic direction.

### Specific Accountabilities

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(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)

1. **Leadership and direction are provided to administrative, professional and technical staff to ensure effective delivery of all park programs: Heritage Appreciation, Heritage Protection, Public Safety, Infrastructure Management, Enforcement and Administration.**  
 Provides strategic direction on program priorities and strategies for excellence in service delivery.  
 Enhance research, monitoring and provision of services in parks and protected areas.  
 Provide data to support effective management.
2. **Develop strategies to increase Albertan's awareness and appreciation of parks and protected areas.**  
 Develop research and monitoring partnerships with Universities and other professional contributors.
3. **Effective, timely and professional strategic, business and operational plans are prepared and implemented for the SE Area.**  
 Provides direction on key management planning projects within the area.  
 Ensures that capital plans are developed in accordance with divisional guidelines.
4. **Build and maintain effective interdepartmental relationships and effective coordination of interdepartmental programs and issues.**  
 Represents the department on divisional, regional and interdepartmental task groups or planning teams and effectively contributes to end products of such committees.  
 Ensures that PPA and/or agency interests are effectively communicated and considered.  
 Negotiates responsible outcomes for the department.
5. **Responsible for compliance with all guiding legislation (Parks Act, Wildlife act, Financial Administration Act, Fisheries Act etc.) and ACD/PPA policies and procedures. All area and district staff are aware of their responsibilities in this regard.**
6. **Responsible for land management, negotiating acquisitions and dispositions, developing land use guidelines and controlling activities.**  
 Negotiates favourable outcomes in contract and/or land negotiations.  
 Resolves complex and/or sensitive issues.
7. **Manages public involvement process for all relevant Area matters.**  
 Invites client/stakeholder and public feedback on PPA services, plans and direction.
8. **Area budgets, controls and forecasts are prepared in a timely manner and meet the needs of area, district and headquarters staff.**  
 Ensures that priorities are set which meet agency business plan goals.  
 Identifies program needs through appropriate internal processes.

9. **Area Administration including personnel programs, training, and safety programs are managed effectively and in accordance with applicable legislation and ACD administrative procedures.**
10. **Effective communication and team building with area, district and headquarters staff through:**  
 Timely preparation of briefing notes and action requests.  
 Full participation in management committees.  
 Initiates frequent formal and informal communication with area and district staff.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Extensive knowledge of applicable legislation including the Provincial Parks Act, Wilderness Areas, Ecological Reserves, Natural Areas and Heritage Rangelands Amendment Act, Disposition Regulations, Fees Regulations, Water Act, Historic Resources Act, Public Lands Act and Occupational Health and Safety legislation.

Progressive management experience and demonstrated success in leading a diverse group of professional and technical staff in meeting business unit goals.

Demonstrated effective communications skills, project management skills and proven ability to work with senior management and executive.

Demonstrated skills in problem solving, decision making, conflict resolution, mediation and negotiation are required.

Understanding of the goals and objectives of the division and the department, political environment and how the government structure functions.

Extensive knowledge of departmental policies and procedures, including human resources, financial administration, FOIP, communications and legislative processes.

Post secondary degree in resource management, park management or recreation management or equivalent with a minimum of 7 years of progressive experience in these areas.

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## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

This position must lead, coordinate and organize the area's activities by providing direction and/or advice to staff on all relevant policies procedures and legislation while ensuring that programs are delivered consistent with department and government direction. The position will also contribute to collaborative or cross-ministry work on priority policy initiatives. The diversity and complexity of land base, which includes 1 national historic site, a UNESCO world heritage site and several flagship parks requires the incumbent to have strong communication, mediation and negotiation skills to resolve complex issues with a wide variety of stake holders and special interest groups. Developing positive relationships with other government departments, the public and interest groups is essential for the delivery of all area programs. Specifically, the incumbent must foster relationships and develop partnerships with Universities, Colleges, stakeholders, non-profit organizations and volunteer groups to enhance the delivery of departmental goals.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Creative approaches are necessary to resolve conflicting perspectives in a balanced manner. The SE area contains 3 Flagship Parks, 1 national historic site and a UNESCO world heritage site with over 400 000 visitors to these parks annually.

Additionally, grazing, hunting and many recreational business opportunities occur in these highly complex sites resulting in the need to balance preservation with resource use and conservation. The area manager must achieve a balance between many competing interests and complex issues that exist regarding the land base and park operations; solutions must be achieved and implemented where there is not necessarily a correct answer.

A combination of approaches to address must be evaluated on a regular basis regarding the delivery of park services to ensure that the Alberta public is receiving the best value and quality for services provided.

Deteriorated infrastructure requires innovative and reasoned approaches to ensure that all capital projects are implemented on a priority basis as the number of projects exceeds available resources.

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Administration of a variety of leases (cottage, commercial, grazing) is required on regular basis. Balancing the requests of the lessees and the mandate of the agency is challenging due to policy and planning gaps and precedents while ensuring PPA's mandate is being upheld. Understanding the political and economic climate of the province is essential in making decisions on these matters. Consultation with and support from PPA and/or ACD executive is essential in achieving favourable outcomes.

The geographic dispersion of staff, clients and the land base being managed requires the area manager to resolve many issues with little or no face-to-face or personal contact.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal to our Ministry</b>		
Professional, technical and administrative staff	Daily	Advice/direction/problem solving
Site Managers	Daily	Advice/direction.
Area Managers	Monthly - plus projects	
ADMs/Directors	Weekly - plus special events	
DM	As requested - plus special events	
Minister	As requested - plus special events	
<b>External to our Ministry</b>		
Lessees	Weekly	
Volunteer Organizations	Monthly	
Contractors	Twice monthly	
Municipalities	Quarterly	
MLAs	Quarterly	
Other Agencies	Weekly	
Prairie Conservation Forum	Quarterly	

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## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The Area Manager is fully responsible for effectively delivering all the Division's programs within the management area and must ensure that business goals of the Ministry are achieved.

The position is directly involved in administering legislation relating to the business of the Ministry.

The delivery of programs affects a large variety of stakeholders ranging from activity of First Nations in parks and protected areas to members of the community, who discover, enjoy and become stewards of the natural world to other government departments, municipalities or agencies partnered with the ministry to deliver programs.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M420-47

### Identification Section

<b>Working Title:</b>	Director, Enterprise Architecture
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Information Management and Technology
<b>Reports To:</b>	Chief Information Officer
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-47
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### [Organization Chart](#)

(requires login)

### Job Summary

Reporting to the Chief Information Officer, manages a small professional team of IT specialists whose mandate is to design, promote and manage the system architecture for the EII Enterprise Architecture framework and its six related architectural domains: Business, Application, Data, Technology, Security and Privacy. The position is also responsible for associated best practices, methods, standards and policies for this system architecture, while ensuring privacy of information.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI+3 350	E4 43% 152	E+3C 175	677

Short Profile: A1

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## Evaluation Rationale

- **Know-How:**

- **F:** The position requires extensive knowledge of IT enterprise system architecture and associated activities from technology evaluation, project management and systems methodologies to business and financial planning that mesh with the ministry's operational and strategic business needs.
- **I+:** The push on the I recognizes the position is responsible for both the program and resources. The position manages a small complement of in-house, professional, specialized IT staff as well as some outsourced systems professionals in several areas that are functionally similar. Position directs the development of the Enterprise Architect framework, best practices, methods, standards, tools, policies and processes across the ministry.
- **3:** The position maintains effective relationships in order to motivate and influence stakeholders to recognize the benefits of a collaborative system that meet the IT and IM needs of the ministry, e.g. data base management. Negotiates with service providers and provides leadership to a professional team.

- **Problem Solving:**

- Within the IT and IM Framework, the position manages the implementation and evolution of the EII Enterprise Architect. It is responsible for seeking collaborative and innovative solutions, with limited resources to meet the increasing need for information and systems/applications. The thinking challenge is characterized by complex technology and emergent technological developments, which has a direct impact on the systems architecture solutions developed. Decisions require analysis, interpretation and constructive thinking to take it from the conceptual level to implementation. The single dimensional scope of this position supports the 43% score.

- **Accountability:**

- **E+:** The push recognises that results are achieved within a broadly defined structure and the direction from the Chief Information Officer is not significantly invasive. Position has latitude to achieve its objectives in a timely manner, on budget and to the satisfaction of the users.
- **3:** Results are internally focused affecting the whole ministry and are used to support the strategic goals, strategies and key actions identified in the ministry's business plan.
- **C:** The focus of the position is to provide a support function to the ministry through the provision of an IT service in support of ministry goals and objectives.

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**Last Reviewed:**

Last Review / Update: 2015-04-13

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# MJEP Benchmark Job Description - M420-47

## Identification Section

<b>Working Title:</b>	Director of Enterprise Architecture
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Corporate Services, Information Management and Application Support (IMAS)
<b>Reports To:</b>	Chief Information Officer
<b>Levels to D.M.:</b>	3

## Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Role is a balance between research and results as job applies specialized knowledge and strategic leadership to manage the creation, implementation, evolution, and promotion of the EII Enterprise Architecture (EA) covering all six architectural domains; Business, Application, Data, Technology, Security, and Privacy. This job also ensures the Enterprise Architecture Framework for the six architecture domains consists of best practices, methods, standards, tools, policies and processes to achieve efficiencies and improve cost effectiveness in Information and Technology Management (I&TM) while maintaining or enhancing integration, security and privacy (confidentiality) of information. The position is a key member of the branch senior management and has a strong management role responsible for providing strategic leadership to a team of staff and consultants.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

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- Direct the definition and development of the EII Enterprise Architecture Framework and associated policies, best practices and standards ensuring that each architectural domain is coherent and consistent with the six Government of Alberta Enterprise Architecture (GAEA) domains and the I&TM strategies. This will include developing the Enterprise Architecture methods, the Enterprise Architecture Framework deliverables, the Architecture Governance processes and the Enterprise Architecture repository and the associated tools that support it.
- Provide strategic leadership to section resources responsible for the six architectural areas/domains (security, privacy, data, technology, applications and business) and ensure that the activities and performance of section staff support the I&TM strategic and tactical plans and are in line with the GAEA architecture domains. Review project resource requests from an Enterprise Architecture perspective and prioritize resource commitments.
- Direct the development and implementation of architectural alignment and compliance techniques that will generate a spirit of cooperation and adherence to EII's enterprise wide architecture while still meeting stated business objectives. This will include providing advice and support to I&TM initiatives/project teams in the use of EII and GAEA architectural assets.
- Develop and maintain a network of effective relationships with senior/executive management in the business units to understand business needs and assist EII stakeholders with understanding the department EA framework, methods, tools, and processes.
- Contribute to the development of cross government architectural standards and guidelines by representing EII on key cross government committees and working groups.
- Play a key role on the branch's senior management team by providing input to the development of the department's I&TM Strategic and Tactical plans, policies, procedures, and standards from an architectural perspective.
- Play a key role on the branch's senior management team by providing input to the development of the department's I&TM Practice Management Office (PMO) policies, procedures, and standards from an architectural perspective.
- Oversee the effective recruitment, coaching, and performance management of all professional and administrative subordinate staff in section. This will include providing advice and assistance to staff in setting priorities based on overall program goals as well as reviewing staff decisions when concerns are raised and developing appropriate strategies to resolve issues.
- Foster an atmosphere of creativity, innovation, professionalism, and integrity among staff to ensure excellence in service delivery.
- Because of the differences in technology and standards used in the (approximately) 100 stand-alone/"silo" applications that support business delivery in EII, it is difficult to compare or share data across systems. This forces the need to keep multiple copies of the data, which often is inconsistent or out of date. Added to this scenario are multiple reporting systems from different copies of the data, which lead to inaccurate operational and management reports. One of the key IMAS strategic goals is to replace these legacy systems. To support this goal, this Director will be responsible for developing the EA framework of I&TM architectures, standards, policies and practices that these new applications will be built on. Developing this framework, and then ensuring that all I&TM initiatives adhere to the framework, will help ensure consistent, supportable, and re-usable applications can be developed. This is the job that will be providing overall management to the development of the Enterprise Architecture Framework deliverables of methods, standards, tools, policies, processes, and governance.
- Another ongoing challenge facing the Director is persuading business stakeholders to adopt less of a "silo approach" to meeting their I&TM needs. For example, the department has a very fragmented approach to managing data, and the Director needs to exercise considerable persuasion skills to have business units recognize the advantage of converting to a department wide database. There is currently a culture of resistance in the department and business units are concerned that their information needs won't be met or won't be met quickly enough. The Director must develop creative solutions and approaches to deal with this resistance and yet still move ahead strategically and tactically. An issue facing this job on a continual basis is the need to translate technical terminology into laymen's terms.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

A university degree or technical diploma in computing science or related discipline and a minimum of ten years in-depth experience in progressively more responsible positions, including experience with the full range of architecture domains.

Strong knowledge of the Government of Alberta Enterprise Architecture (GAEA) Framework and all associated best practices, methods, standards, tools, policies, and processes.

In-depth knowledge of enterprise architecture trends, methods and guidelines and related enterprise architecture concepts for all six domains.

Strong knowledge/experience with Strategic, Tactical and Operational planning and how Enterprise Architecture fits.

Strong knowledge and experience with I&TM Project Development, methodologies, frameworks, quality assurance, business system design, etc. and how Enterprise Architecture fits.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

To achieve job results, the Director functions within the Enterprise Architecture Framework for the GoA, the EII Business plan, the EII ICT Business plan, the I&TM Strategic and Tactical plans, and the IMAS Branch Operational plan. Working under the general direction of the Chief Information Officer for EII and in collaboration with the other Branch Directors, this position is responsible for establishing a framework of I&TM architectures (methods, standards, tools, policies, processes, and governance), which will result in improved efficiencies and improved cost efficiencies. The Director will work closely with the Office of the Corporate CIO to ensure that the department is aligned with cross-government EA standards. This role must also work within various other Government and Departmental Legislation, policies, etc. such as FOIP, EII's Practice Management Office, Contract Management framework, etc.

EII Information Steering Committee.

GAEA to develop/review government wide architecture standards.

Alberta Standards Management Committee (ASMC).

Alberta Data Standards Sub-Committee (ADSS).

Various Department or Cross Government IM&IT Project Teams.

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## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The focus of this Director position is to manage the implementation and evolution of the EII Enterprise Architecture in a constantly changing environment, both within, and outside the department, while continually delivering value to the business. A key challenge facing this Director is overseeing the translation of the GoA Enterprise Architecture, which has been defined at a conceptual level into architectural standards, guidelines and processes that can be implemented at a departmental level. The Director of EA must look for collaborative and innovative solutions with limited resources to meet the increasing need for information and systems/applications, primarily during EII business projects that are very focused, and may not want to consider the use of EA in their solution.

Additional key challenges facing the Director of Enterprise Architecture are in the areas of:

**Alignment and Compliance** – making certain that the EA is applied during key decisions, promoting conformance to the architecture while permitting the exceptions necessary to meet unique requirements or constraints – thus enabling the business to make conscious and strategically aligned decisions about I&TM.

**Vitality** – making certain that the architecture remains current - evolving to meet new business challenges with appropriate IT solutions.

**Communication** – making certain that information about the EA is communicated effectively and efficiently to target audiences through appropriate communication channels.

Also, EII relies heavily on its technical infrastructure for the delivery of services. To achieve greater consistency, interoperability, and improved communications across the department, all levels of government, partners, and stakeholders, EII is adopting cross-government standards for basic technology services and is implementing standardized I&TM policies, best practices, and procedures to standardize and stabilize access to applications.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

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Clients	Frequency	Nature & Purpose of Contact
<b>Internal to our Ministry</b>		
EII Employees GOA	An Integrated Foundational (Technology) Infrastructure directly impacts the effective delivery of services to all Albertans, as the enterprise infrastructure is the foundation that all applications are built on.	By ensuring that I&TM initiatives adhere to the architecture framework, the result will be more consistent, supportable, and reusable applications that can be deployed across EII and have reduced support costs and resources as well as reduced training costs and times.
<b>External to our Ministry</b>		
All Albertans	The architecture, standards, policies and procedures that make up this area result in greater consistency, interoperability, and improved communications across the department, all levels of government, partners, and stakeholders.	By ensuring that I&TM initiatives adhere to the architecture framework, the result will be more consistent, supportable, and reusable applications that can be deployed across EII and have reduced support costs and resources as well as reduced training costs and times.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

Senior Management/Executives in business areas to understand business needs and assist EII stakeholders with understanding the department EA Framework of methods, standards, tools, policies, processes, and governance. Must apply influencing and persuasion skills to promote the EA Framework as well as the I&TM Strategic and Tactical plans.

Project Teams to ensure that the development, testing, and implementation of new system applications and systems changes are architecturally compliant – issues typically escalated from the Enterprise or Domain Architects (Business, Application, Data, Technology, Security, or Privacy).

Contracted I&TM resources to explain/reinforce EII EA and the direction the department is headed – issues typically escalated from the Enterprise or Domain Architects (Business, Application, Data, Technology, Security, or Privacy).

Planning/Contract Management/PMO/Solutioning/IMAS Project Directors/Managers to collaborate on I&TM Initiatives/Projects from an architectural perspective.

Last Review / Update: 2015-04-13

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# MJEP

## Benchmark Evaluation - M420-12

### Identification Section

<b>Working Title:</b>	Unit Leader, Statistics and Data Development
<b>Ministry:</b>	Agriculture and Forestry
<b>Division, Branch/Unit:</b>	Economic Competitiveness
<b>Reports To:</b>	Director, Economic Competitiveness
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-12
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Director, Economic Competitiveness, this position manages the provincial agricultural statistics program for Alberta and serves as the formal contact for Statistics Canada. This involves the development, collection, verification, capture and communication of timely, relevant statistical data that helps in addressing industry information needs for decision making.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII-3 350	E4 50% 175	E3C 152	677

Short Profile: P1

### Evaluation Rationale

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**Know-How:**

**F:** Requires deep knowledge of statistics and economics in relation to the agri-food industry.

**II-:** The pull on leadership reflects the position oversees a small professional staff in a variety of areas that are functionally similar and involve the development, collection, verification, capture and communication of statistical data and information that support ministry goals. Position functions without formal line of authority and has to coach and influence in order to effect change. The position leads through controlling, organizing, directing and evaluating the Project Support Unit which is the main delivery component of the Project Management Initiative.

**3:** A high degree of human relations skills are required to lead and motivate staff and to liaise with industry and other stakeholders.

**Problem Solving:**

Problem solving involves analysis of very complex, specialized scientific data and methodologies, operational problems can be nebulous.

**Accountability:**

**E:** The position coordinates projects and assignments under the terms of reference set by senior management.

**3:** Statistical services primarily support the ministry, but also support diverse (federal government and industry) external clients, educational and financial institutions assisting them in decision-making and strategic planning.

**C:** The job provides interpretive and advisory services for use by internal and external clients in making decisions and achieving results. There is a need for a high degree of accuracy, timeliness, reliability and accessibility to data and information.

**Last Reviewed:**

Last Review / Update: 2016-03-11

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# MJEP Benchmark Job Description - M420-12

## Identification Section

<b>Working Title:</b>	Unit Leader, Statistics and Data Development
<b>Ministry:</b>	Agriculture and Forestry
<b>Division, Branch/Unit:</b>	Economic Competitiveness
<b>Reports To:</b>	Director, Economic Competitiveness
<b>Levels to D.M.:</b>	3

## Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Director of the Economics and Competitiveness Division, this position provides leadership in the delivery of the provincial agriculture statistics program for Alberta. This involves the development, collection, verification, capture and communication of timely, relevant statistical data and information that support Ministry goals, work plans, and help in addressing industry information needs for decision making. This position represents the province's interests as formal focal point and contact for Statistics Canada, for primary agriculture and food statistics. It is also responsible for the reporting of information on a range of Alberta specific statistical indicators and measures. The position also manages a team of professional staff and provides leadership in the planning and delivery of client oriented statistical services in support of projects, policy related work and other initiatives. In addition, the position is responsible for the overall administration of a Unit and managing its budget, in accordance with government policies, guidelines and procedures.

## Specific Accountabilities

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**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

**1. Accurate and relevant statistical data and information are developed on the agri-food industry for use by decision-makers in industry and government.**

Appropriate data are identified, collected, compiled and communicated on a timely basis to clients, to meet their needs.

Benchmark estimates and data are developed where information gaps exist that significantly impact on client decisions. This requires some creativity and use of innovative approaches.

Provide the Minister's Office, Executive Team, senior management and other Ministry staff with timely access to key statistical data and information, including interpretation and analysis.

**2. Coaching and Development of Staff**

Motivate and encourage staff to help them achieve success and exceed clients' expectations. This includes celebrating successes, recognition, empowerment, etc.

Support employee learning needs and developmental opportunities.

Mentor, coach and provide constructive feedback to staff, through informal and formal performance assessments.

Actively involve staff in the development of Unit/Division operational plans.

Communicate, support and encourage a safe and healthy workplace for staff.

**3. Ensure highly accurate and reliable statistical data and information on Alberta's agri-food industry are maintained and made available to clients and stakeholders.**

Maintain strict policies and actions regarding statistical methodology, accuracy, confidentiality, documentation and database management. This includes satisfying the provisions of FOIP (Freedom of Information and Protection of Privacy) and the Statistics Act of Canada.

Evaluate and critique of methodologies and estimates developed by Statistics Canada and Agriculture and Agri-Food Canada.

Coordinate resources and partner with Statistics Canada, Agriculture and Agri-Food Canada, industry, Ministry staff and other stakeholders, in the development of reliable agri-food industry estimates.

Ensure that data limitations and sources are clearly communicated to clients. Provide appropriate data and methodology support to Ministry Business Plan/Goal Teams in the development of measures and indicators, including benchmark data.

Provide methodology and data support to the Ministry, in response to Auditor General comments on Alberta Agriculture, Food and Rural Development (AAFRD) Business Plan/Annual Report.

**4. Provide statistical, survey and economic expertise, and data services to the Ministry, industry and other stakeholders.**

Advise/consult with Ministry staff and other stakeholders on statistical methods, data sources, data quality, survey methodologies, database management, etc.

Conduct surveys for and in partnership with industry.

Provide management and leadership to staff in the accomplishment of team based projects for Ministry and stakeholders, utilizing data and statistical expertise.

ure key databases (e.g. 'AGDATA', FIPS - Farm Income and Prices Section, World Trade Analyzer) are maintained and or acquired for Ministry projects/programs.

**5. Ensure Alberta's agri-food industry interests are effectively represented and communicated to Statistics**

**Canada, Agriculture and Agri-Food Canada and other Provinces.**

incial contact for Statistics Canada in the development of statistical data and information, and addressing issues relating to Alberta's agri-food industry statistics.

resent Alberta's interests, and serve on the Federal/Provincial/Territorial Agriculture Statistics Committee.

ide coaching and guidance to staff in statistical estimation processes (e.g. 'Work-in Progress' consultations), and addressing issues dealt with by staff.

ide leadership in the development of farm income estimates and forecasts.

ee and communicate custom specific data needs to Statistics Canada, on behalf of AAFRD and industry.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

This position services a broad range of clients. It requires an in-depth knowledge of Alberta's agri-food industry and an intimate awareness of clients' needs. The position also requires knowledge of economic and statistical theory and practice as applied to the agri-food industry. This includes familiarity with statistical methods, surveys, estimation techniques, and data base management and applications. Strong communication, leadership, team building and problem solving skills are essential. Knowledge of budgeting and forecasting, and familiarity with human resources systems (e.g. staffing, resolving conflicts, job classification and collective agreements) is required.

Familiarity with the Government of Alberta and Ministry Business plan, Ministry Acts (e.g. FOIP, Statistics Act of Canada), government policies and management practices, guidelines and procedures and programs are also essential, to ensure compliance in the delivery of a sound provincial statistics program, including safeguarding statistical and survey procedures, data and information confidentiality, accuracy, documentation, and database management and applications.

This position requires demonstrated experience in management and leadership in program delivery, strategic planning, human resource development and client service. Extensive years of experience working in related areas of statistics, economics, market research or business in the agri-food industry or government is essential.

A university degree in Agricultural Economics, Commerce, Business, Statistics, Economics or a related field, and extensive years of experience with a significant statistical and/or economic background, or a Masters Degree in these disciplines is essential for this position. Also, eligibility for AIA (Alberta Institute of Agrologists) membership is a requirement.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The position is responsible for planning, coordinating and organizing the work of the Statistics and Data Development Unit, working groups and project teams within and outside the Unit, or complex projects that have varied activities to perform.

The position leads, coordinates and facilitates input to the Ministry, industry and other stakeholders, through the development and maintenance of timely and accurate key agri-food statistics and industry indicators such as crop acreage, production and value, livestock inventories, marketings and values, food and beverage manufacturing, Gross Domestic Product (GDP), farm income and market receipts, program payments and expenses.

As the focal point with Statistics Canada and Agriculture and Agri-Food Canada, the position leads and coordinates all consultations and provides coaching and guidance to staff (e.g. use of appropriate methodologies, data sources), in the development of reliable provincial estimates and/or forecasts for the Alberta agri-food industry.

The position provides leadership in developing, documenting and verifying measures/indicators reported and used at all levels in the Ministry, including the Ministry Business Plan, Annual Reports, projects and Unit/Division plan. This involves provision of benchmark statistics, time series data and verification of data sources and quality for clients, including the Auditor General, in responding to queries and comments arising from the Ministry Annual Report.

It also leads in servicing statistical data and information needs of the department, industry and other stakeholders over a wide range of subject areas including crops, livestock, farm income, trade, value added/manufacturing, employment, resources, land use and other statistical and economic indicators.

The position provides provincial and sub-provincial level statistical publications and information on behalf of the department, industry and public at large. This involves maintaining a significant presence on Ropin' the Web, and the release of major benchmark publications such as the Agricultural Statistics Yearbook, Agriculture Statistics Factsheet, Census of Agriculture, Agriculture and Food Value Chain Facts and the Agri-Food Statistics Update series.

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## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The position matches diverse data/statistical information capabilities in the Unit to the needs of a wide range of clients. This involves providing advisory/consulting services, participating and leading projects and conducting formal industry surveys, to address existing data and information gaps. As well, as the focal point for agricultural statistics, the position has unique access to Statistics Canada data and services. This privileged access can be used to obtain data and information that may not otherwise be available to clients to address their needs.

It is necessary to assess and act on alternative delivery and service options, and reallocate resources accordingly. This allows for the leveraging of resources from stakeholders and also helps to eliminate duplication. The position requires a recognized need to be innovative and creative, particularly as traditional sources of data are terminated. It is also necessary to be proactive in finding solutions to meet anticipated clients' needs, and help them obtain the information and intelligence they seek. This is done and supported by strategic thinking, networking and partnering effectively with other statistics providers and industry (e.g. data sharing, data mining, data purchasing and applying statistical methods).

A sound knowledge and understanding of the broader Ministry Business Plan and other operational plans (e.g. Division/Units) is necessary. Also, strategic thinking is required to deal with Statistics Canada and industry initiatives in Alberta, and adjust or plan Unit activities accordingly, in providing support to AAFRD.

Operational problems can be complex and there are on-going challenges to determine priorities and resource allocation, while preserving and maintaining a high degree of accuracy, objectivity and quality service.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
Internal		

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Minister's Office and Communications Branch	Weekly/Monthly.	Ensure Minister is informed on a timely basis of major releases of new/updated Indicators for the Alberta agri-food Industry. Ensure the Minister is provided with published material to keep the Premier and Caucus informed of major statistical releases and has access to quick reference material on industry characteristics and performance. Ensure the Minister is briefed on Alberta's farm income situation and outlook.
Executive Team	Weekly/Monthly.	Keep informed of statistical information, updates and record of performance.
Economics and Competitiveness Division	Daily.	Coordinate and communicate updates, participate in joint projects and provide data and support services for operations of other Units.
Policy Secretariat, Rural Development Initiatives, Rural Services Division	Daily/Monthly.	Coordinate and ensure statistical support for research and policy development, joint undertakings and verification of government programs and program payment levels. Measures/Indicators project initiatives.
Industry Development Sector	Daily/Weekly.	Coordinate support for program development and delivery, planning and statistical needs for projects and action plans.
Sustainable Agriculture Sector	Monthly.	Cooperative work on development of environmental statistics, intensive livestock data and food safety indicators.
AFSC	Weekly/Monthly.	Joint partnership in the delivery of the Alberta Crop Reporting Program. Collaborate in capturing and reporting

		statistics on Crop Insurance and program payments.
<b>External</b>		
Alberta Economic Development	Weekly/Monthly.	Joint management of services related to agri-food trade statistics. Provision of Economic Outlook information on the agri-food industry.
Alberta Finance	Monthly.	Forecast data on key commodities for provincial budget planning. Statistical indicators for presentations/briefings for major lenders/bond holders. Input to measures/indicators work linked to Auditor General. Work with the Statistics Section on the acquisition of all non-agriculture statistics.
Agriculture and Agri-Food Canada	Monthly.	Joint work on farm income forecasts and access and use of major databases reflecting farm finances and typology.
Statistics Canada	Daily.	Work-in-progress consultations and generation of provincial estimates. Joint efforts and planning on major statistical data releases and surveys. Provincial contact/focal point for Statistics Canada on agricultural statistics. Member of Federal/Provincial/Territorial Agriculture Statistics Committee.
Growing Alberta	Monthly/Semi-Annually.	Data for presentations and updates on key indicators (primary/value added) for the province.
Manitoba / BC / Saskatchewan / Ontario	Bi-monthly.	Discussion/consideration of issues and opportunities of mutual interest.

Private sector	Daily/Weekly/Monthly.	Advise contacts and referrals for statistical information. Consultation on needs and relevance of various statistics initiatives.
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## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

The Unit provides its statistical services to a broad range of clients, including the office of the Minister, Executive Team, other Ministry staff, other Governments (Federal/Provincial/Municipal), educational and financial institutions, private industry and the public at large. The Unit is also the official source of agri-food industry statistics for the Minister and Ministry staff. The statistics collected, collated and reported in the form of outputs, products and services (expertise/data interpretation) affect the entire department, as they are used in day-to-day work, decision-making and strategic planning.

The job provides interpretive, advisory and other important support services for use by others (internal/external clients), in achieving results. In this regard, there is a need for a high degree of accuracy, timeliness, reliability and accessibility to data and information. As well, industry, service providers, other departments and other governments and the general public use the data and information to aid in their decision-making. Jointly with Statistics Canada and Agriculture and Agri-Food Canada, there is a responsibility to collect and use data under the auspices and requirements of the Statistics Act of Canada and FOIP.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M420-11

### Identification Section

<b>Working Title:</b>	Regional Manager
<b>Ministry:</b>	Culture and Tourism
<b>Division, Branch/Unit:</b>	Libraries, Community and Voluntary Sector Services
<b>Reports To:</b>	Executive Manager, Libraries, Community and Voluntary Sector Services
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M420-11
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Executive Manager, Libraries, Community and Voluntary Sector Services, the position manages development and implementation of strategies, specific program-based approaches, project initiatives and the organizational capabilities of a unit within a geographic region to develop community capacity for self-reliance and sustainability in the 21st century.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII-3 350	E4 43% 152	E2-P 175	677

Short Profile: A1

### Evaluation Rationale

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- **Know-How:**

- **F:** Position requires extensive knowledge of community, rural, and economic development theory, principles and practice; organizational development, effectiveness, and behavior theory and practice, leadership development theory and practice, It also requires knowledge of not-for-profit municipal, provincial governance systems; human resource management practices and planning, as well as knowledge of the theory, principles and practices for community, organizational leadership development, public participation, an not-for-profit, municipal, and provincial governance systems.
- **II-:** Through a matrix management structure involving numerous diverse organizations, the pull recognizes the position integrates the activities of a small group of professional staff within one geographic region.
- **3:** Interactions with a broad range of internal and external stakeholders collaborating on collective issues, and the development of strategic initiatives with key stakeholders such as: DMs, ADMs, senior managers, provincial organizations such as AUMA, AAMD&C, ARPA, PDD Provincial Board, and Volunteer Alberta, requires a high level of human relations skills.

- **Problem Solving:**

- As there is no other similar expertise in the province except with experienced facilitators and community development officers, the mandate of this position is managed largely without regulations or legislation. Position uses established leading-edge approaches to resource development, inquiry and advocacy, and systems thinking in bridging different approaches and traditional methods of service by different ministries.

- **Accountability:**

- **E:** Although there is no blueprint or template for building community capacity, or defined policy or procedures, the position does have managerial direction towards the achievement of specified results.
- **2-:** Results are externally focused effecting residents, clients and partners and stakeholders within a program or project initiative area. The pull recognizes the results primarily impact libraries and community and voluntary sector services within the southern Alberta region.
- **P:** The position has controlling impact and is accountable for the successful achievement of results for significant projects and initiatives through the assignment of scarce expert resources.

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**Last Reviewed:**

Last Review / Update: 2016-03-11

# MJEP Benchmark Job Description - M420-11

## Identification Section

<b>Working Title:</b>	Regional Manager
<b>Ministry:</b>	Culture and Tourism
<b>Division, Branch/Unit:</b>	Libraries, Community and Voluntary Sector Services
<b>Reports To:</b>	Executive Manager, Libraries, Community and Voluntary Sector Services
<b>Levels to D.M.:</b>	2

## Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Exec. Mgr. of Libraries, Community and Voluntary Sector Services Branch (LCVSS), this decentralized position is accountable for:

leading and managing the organizational capabilities of a geographic region, specific program-based-approach(es)/project initiative(s), and/or the results of specialized work units developing community capacity for self-reliance and sustainability in the 21st century.

The position develops and leads the implementation of key strategies to achieve Ministry and Government business plan goals, by applying strategic thinking, citizen engagement public participation processes, leadership, effective resource management, relationship building, while enabling an environment of open communication and continuous learning. The Manager is concerned with building collaborative, cooperative partner relationships to create, enhance, and sustain approaches and initiatives to achieve desired results through client focus, adaptability, teamwork, innovation and problem solving creativity, guided by broad policy parameters and available resources.

Through a matrix management process, this position effects progressive change:

internal to Government as a whole, and

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externally to a broad spectrum of stakeholders including key change agents in the public, private and not-for-profit sectors, through the development of stakeholder/client capacity, and the facilitation of situationally unique, complex, provincially significant, regularly sensitive and emotionally charged processes, to create and support enabling environments which transform and strengthen individuals, organizations, networks and entities.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

1. **Leadership** - Instilling leadership both internally and externally to the ministry through foreseeing future trends and events, communicating a compelling vision, leading, coaching, mentoring and empowering the team to action program-based approaches/initiatives/projects, and deliver services to ensure responsive, focussed support contributing to the achievement of business plan goals and client/stakeholder needs to position them as self-reliant and sustainable entities in the 21st century.
  - Conducts research, reviews and analyzes other available research and studies.
  - Contributes with impact and influence through Ministry planning process.
  - Facilitates work team/unit strategic planning discussions.
  - Participates in focus groups, think tanks and cross-ministry initiatives.
  - Delegates responsibility for results to individuals/work teams.
  - Provides coaching, for example, providing coaching and mentoring through team, project and one-on-one meetings.
2. **Strategic Thinking** - Think, plan, and act, identifying leading edge training etc leverage points and interdependent relationships for implementation of systemic, longer-term strategic solutions to achieve preferred future vision and goals.
  - Adopts strategic thinking approach on a daily basis.
  - Identify and develop innovative alternative approaches to action and achieve planned results.
  - Engages and communicates with key stakeholders communicating a clear vision, encouraging, promoting and influencing collaborative/cooperative partnership opportunities.
  - Develops and pilot innovative projects.
  - Anticipates and considers the positive and negative impacts of each opportunity and factors into the planning before decision.
3. **Results Orientation** - Government direction, department objectives and client/stakeholder expectations are achieved by setting goals and priorities to deliver the results and achieve outcomes by identifying research and evaluation issues and supporting standard setting performance measurement, accountability and continuous improvement.

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ite Rural Leader Capacity Survey on a phased basis.

tribute to the initial development and the ongoing upgrading of a leading-edge web-based Customer Service Information System - contracting/evaluation/assessment/follow-up/statistics.

gn incoming Service Requests and Service Delivery Projects based upon resource capabilities.

ew analyze and debrief client/stakeholder evaluations, identifying capacity needs, approaches and development.

ew and recommend strategic approaches, new innovations in service delivery approaches, tools and information technology delivery systems to support successful achievement of results.

l and manage the strategic/operational/individual planning for the unit, conduct performance reviews and learning account and training needs of resources.

4. **Relationship Building** - Optimize capacity across all sectors, within departments and various levels of government(s), by developing new and enhancing and sustaining existing in/formal inter-dependent partnership relationships with internal and external clients/stakeholders to work collectively to achieve a vibrant and sustainable desired future.
  - ase awareness of cross government goals, planned results and the specific ministries, boards and agencies mandated to deliver, and communicate.
  - tify possibilities/opportunities for joint action and pursue discussions to collaborate and cooperate.
  - ngthen relationships with external stakeholders in the sector to effect increased interdependent relationships.
  - ublish sub-region networks of provincial/federal/sector stakeholders to collaborate, cooperate and share information, contacts, resources and plans.
  - ort and participate in cross-government meeting(s) with senior managers to discuss and identify their ministries planned citizen engagement/public participation events requiring our facilitation expertise, to mitigate and balance scheduling.
  - ite discussions with providers of pre-existing events (conferences, workshops etc) to determine and establish opportunities to cooperate in the delivery of capacity development events in partnership to achieve a Win/Win scenario.
5. **Resource Management** - Maximize fiscal and human resources, to effectively and efficiently deliver supports and service(s) considering internal organizational capabilities and available external capacity, (within human resource and financial policies and procedures and inter-government agreements.)
  - ctively project requirements for resources for the anticipated implementation of program/project responses to the Rural Development Strategy.
  - ctively plan with Human Resources an innovative approach/model to facilitate the successful recruitment of trained facilitator expertise to meet the existing and planned demands.
  - inue to promote, encourage participation and train other ministries human resources to acquire the facilitation expertise resident within this Branch.
  - inue to conduct capacity assessments of human resources to determine readiness and capacity to meet the demands and requirements of the job, identify and arrange for this training.
  - inue to delegate and developmentally share progressively challenging opportunities with assigned human resources to work towards an assured succession capability within the organization.
6. **Public Participation** - Promote and support the growth of civic responsibility including the development of collective community vision, community priorities and mobilizing community support for action. Delegate, coach/mentor, and evaluate the delivery of facilitation services of specific broad-impact, community-wide, multi-stakeholder public

participation events in support of and contributing to the Ministry Core Business of Building Community Capacity, including the design of unique process(es).

y critical thinking to initial request to determine focus and desired outcome.

y project management techniques.

tify program needs and prioritize.

/delegate 'Service Delivery Project' with resource assignments.

ew initiative and apply quality assurance methodologies.

rief and review, analyze and discuss evaluations.

tify any opportunities for improvement, process adjustments, assessments/training for future.

- 7. Inter and Intra-Ministry Collaboration** - Provide leadership and support to further Ministry and government-wide initiatives such as the Alberta Rural Development Strategy, the Alberta Cultural Policy, the Aboriginal Policy Initiative, the Alberta Children and Youth Initiative, the Economic Development and Innovation Initiative and other major initiatives as determined by the Ministry to position provincial supports to facilitate Albertan's excelling in the 21st century. cipate or lead Ministry/Branch interests in the collaboration. ite research as required. imunicate TOR and intent internally and establish administrative, technical , and professional resources. imunicate briefings to senior executive to ensure understanding/awareness/commitment/support. imit in spirit of interdependent partnership. evelop and deliver on commitments
- 8. Citizen Engagement for Government-Wide/Ministerial Policy Advice** - Provide critical higher order expertise, leadership, the design of unique process and the delivery of facilitation services in support of Cabinet/caucus, cross-ministry, ministry and other government departments, gathering stakeholder input towards the formation of government-wide strategic direction, legislative review and evaluation, and policy, program and service development. y critical thinking to initial directive/request to determine focus and desired outcome. y project management techniques. tify program needs and prioritize. /delegate 'Service Delivery Project' with resource assignments. o Review initiative and apply quality assurance methodologies. rief and review, analyze and discuss evaluations. tify any opportunities for improvement, process adjustments, assessments/training for future.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Demonstrated record for managing the social, political and organizational processes of change.

Advanced communication skills (verbal, non-verbal, and written/electronic messages).

Proven problem-solving, judgement, persuading, convincing and influencing skills.

Capacity to recognize problems and issues in their infancy and employ appropriate responsive action in a timely manner.

Proven team leadership skills with a commitment to create, support and sustain an environment that enables and empowers human resources to successfully and collectively achieve results and to develop and build organizational capacity for the future.

Ability to develop strong, successful working relationships and collaborative partnerships with stakeholders to ensure efficient and effective results.

Proven ability to effectively manage human, information, and fiscal resources through complex matrix management, in multiple locations, and long-distance environments, while balancing the needs of internal stakeholders and multiple external partners and clients.

Heightened capacity to thrive and succeed in a rapidly and ever changing diverse environment.

Proven capacity to think, analyze, plan, innovate and act strategically.

Capability to plan, develop and implement policy and program as per assigned responsibility.

Demonstrated ability facilitate and to identify and apply new technologies and tools to achieve positive results.

Proven record of recognizing and giving credit for the contributions of others.

University degree - in Social Sciences - communications, economics, geography, political science, or sociology; in

Professional/Applied Sciences - business, education, public affairs and community service, non-profit administration, or a degree related to the subject matter.

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Six years progressive senior management experience with demonstrated leadership within a service oriented organization.

In-depth knowledge of community/rural/economic development theory, principles and practice.

In-depth knowledge of public participation theory, principles and practice.

In-depth knowledge of organizational development/effectiveness/behaviour theory and practice.

In-depth knowledge of leadership development theory and practice.

In-depth knowledge of not-for-profit/municipal/provincial governance systems.

In-depth knowledge of human resource management practices.

In-depth knowledge of resource planning and management principles.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Our clients and stakeholders include approximately 400 urban and rural municipalities, Indian Bands and Métis Settlements; hundreds of Regional Authorities, School Boards, Learning Councils, Economic Alliances (and similar groups); approximately 20,000 registered not-for-profit organizations, plus informal community organizations too numerous to count - provincial departments plus their agencies, boards and commissions and the federal government - all of which contribute to the quality of life of this province and provide supports towards the betterment community.

Apply complex matrix management skills to lead specialized work teams, and regionally based, provincially assigned human resources, consensus building, conflict management, strategic thinking and planning, delegation, and empowerment of human resources to deliver the identified/mandated services of this Branch and produce the desired results.

Understand external events; see the possibilities and the opportunities by focussing on the future, serve as a catalyst of and for change.

Instill confidence, commitment, and loyalty by communicating the vision, mission and goals with clarity and focus.

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Invite client/stakeholder feedback and input on the relevance and satisfaction of service provided.

Enable and empower all staff to contribute to and throughout the ongoing process, challenging them to think and contribute out of the box, determine and enhance their readiness and ensuring their commitment and shared ownership is reaffirmed, and their focus is set with a view of the long-term results to be achieved throughout the journey, and they monitor and evaluate as they stay the course.

Internal capacities and capabilities are reviewed to identify internal capacity development requirements to achieve the desired results, Learning Plans are prepared and commitment to action capacity development is confirmed.

The market supply of other service providers is assessed. Potential partners are identified, assessed and discussions are opened to determine appropriateness, interest and capacity to work interdependently on common goal is established and shared in working towards desired results.

Lead the strategic planning process, the unit operational planning, and the development of individual work plans through a coaching and mentoring process, ensure work is monitored, debriefings occur and original plans and approaches are adapted and communicated. Outputs are monitored and results are reviewed in a timely manner.

Maintain an awareness of staff work load(s), ensuring the health, safety and security of all staff is foremost and that individuals are empowered to adopt an appropriate work life balance.

Develop self-managing work teams are established, and responsibilities for assignments/results are delegated to achieve desired results and success.

Act with confidence, lead by example, and seek opportunities to learn to create a climate for success.

Turn vision into action, and transform strategy into results.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Unique situational circumstances requires thinking within concepts, principles, and broad guidelines towards the organizations objectives of functional goals due to the unstructured aspects of the environment which is impacted by constant state of

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change, situational constraints, unique context, individual competencies, organizational capabilities, commitment and organizational components, all of which impact and influence every capacity building/facilitation intervention design.

The achievement of success/the outcome(s) are unique and situational to the client at the time of initial discussion and are thus designed for and at time of delivery, which must remain flexible and adaptable, in the context and environment of the time. The factors affecting the environment cannot be controlled, they can only be mitigated. The attitudes, actions, emotions, behaviours, commitment etc of the human organism as an individual, and as a participant in a group, cannot be accurately/precisely predetermined.

Recognizing that the ministries mandate is working collaboratively and cooperatively with our clients/stakeholders, 'they' often have difficulty articulating where they want to be or go, therefore generally do not know where or how to start. Our expertise is applied with respect and trust, to assist 'them' to take control of their situation, take action and move forward.

Systems thinking, innovation, evaluation and analysis, reconnaissance, application of chaordic systems principles, appreciative inquiry, focussed conversations, balancing inquiry and advocacy, research, focussing on the desired results and communication, communication, communication are some of the supports applied.

In order to achieve the desired results we must constantly apply leading edge approaches to training, developing and maintaining our in-house capacity. There is no other known pool of similar expertise in any sector in the Province other than our existing complement of highly skilled facilitators and community development officer expertise.

Problem solving our consistently under resourced capability, requires effective project management utilizing all alternative options for resourcing, and the reallocation of existing resources to meet spiralling demands.

Consistent application of numerous entrepreneurial approaches to effect cost sharing, cost recovery, value adding and maximizing the available resources in order to meet the needs.

Problem solving in working with, and expertise to work in, a joint mandate with others negotiating contracts, deliverables, and all other logistics.

The complexity of our mandate is managed without regulations or legislation.

Continuous flexibility and adaptability due to constant adding of additional assignments requiring priority adjustments.

Matrix management of human and fiscal resources, and decentralized operations.

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High need/requirement for our expertise and skills across the breadth of government ministries, agencies, boards and commissions, MLA Task Forces, etc.

The successful achievement of the core business of developing/building community capacities of self-reliance and sustainability is challenging due to a wide range of approaches by Ministries in the GOA. Bridging different approaches and traditional methods of service by different Ministries requires adaptive, innovative and problem solving techniques.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Minister	Two - three times annually plus special opportunities.	Briefing.
Deputy Minister/Assistant Deputy Minister	Quarterly - monthly plus.	Direction, advice, collaboration for effective program/initiative management, policy coordination, business planning, and briefing.
Executive Manager LCVSS Branch	Twice weekly - daily - dependent upon project/initiatives issues	Briefing, information provision - organizational issues, new initiative development, support, advice and recommendations for Rural Development Strategy Development, provincially significant facilitation services Design and logistics.
Branch Managers/Branch Staff	Twice weekly - daily.	Effective and efficient communication, leadership and management direction, matrix management of operational requirements of the combined units and

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		project initiatives, assignment of human resources, strategy development and implementation.
Chair and staff of the Wild Rose Foundation	Quarterly - weekly.	Collaboration on collective issues/Responsibilities, and the development of Strategic initiatives, matrix management of Human resources to positively action cooperative ventures, referrals, and request for information and resource support.
<b>External</b>		
Cabinet Minister/MLA's - caucus	Dependent upon Government - wide/Ministry initiatives/task forces, and cross ministry priorities.	Facilitation services of higher order Government planning, strategic planning and Support for task forces, Standing Policy Committee Briefings, constituency updates.
DM/ADM/ Senior Managers of sister ministries	Dependent upon Government - wide/Ministry initiatives/task forces, and cross ministry priorities.	Strategic thinking and planning, delivery of facilitation services, collaboration and Design of joint partnership delivery.
Chairs/co-chairs/Exec. Director/Senior Managers/staff of Regional Economic Alliances/PDD Boards/Child and Family Service Authorities/Regional Health Authorities/Community Futures	As per request or requirement for collaboration.	Collaboration and process support/capacity development/governance workshops/planning and partnership development of inter-dependent activities, joint support of collaborative initiatives, liaison and information sharing.
Provincial Organizations - AUMA, AAMD&C, ARPA, PDD Provincial Board, Volunteer Alberta, etc	Irregularly - dependent upon joint collaborations and delivery of partnership services.	Collaboration/joint initiative delivery.
Regional Groups/Networks - Managers of Volunteer Resources, Volunteer Centres, School Boards, Regional Library Systems	Dependent upon joint collaborations and delivery of partnership services.	Provide/receive information, design/delivery of services, collaboration on joint ventures, follow-up on referral or service delivery request.

Municipalities - local elected officials and senior management staff/community organization chairs, board members and senior management staff	Dependent upon joint collaborations and delivery of partnership services.	Capacity assessment and development Services, facilitation services, information provision, follow-up on service delivery request(s), evaluations etc.
Federal Government Departments, Agencies, and Committees	Bimonthly.	Strategic planning, collaborative partnerships to deliver rural development/capacity building to communities and organizations, joint Research and sharing of findings, facilitate planning and strategic initiatives.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

There is no one way, no blueprint, no template for building community capacity, nor duplication of facilitation process design. Every situation is unique due to context, the actors, the constraints, the components, the level of commitment, the capabilities and competencies and the degree and pace of change. There is no legislation, regulations, nor precedents or defined policy, or procedures.

This position has extensive autonomy to represent and commit the resources of the Branch to deliver facilitation design and delivery services to meet the Minister/Cabinet/caucus/sister ministry/community strategic planning requests.

Results achieved effect the entire Ministry performance measures/outcomes and are externally focussed, effecting all residents, clients/partners and stakeholders within a program/project initiative area.

Achievement of results through the core business area of Building Community Capacity, affect specific organizations/community/network, and resident Albertans and will contribute to the successful positive results of other ministries through increased local capacity, ownership of local development, community mobilization, growth of social capital, increased quality of life and the economic viability of the geographic area.

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The position has controlling impact and is accountable for the successful achievement of results for significant projects and initiatives through the assignment of scarce expert resources.

The position appropriates and assigns through matrix management the required skilled human resources from throughout the province to meet stakeholder and client needs and achieve positive results.

Leads, directs, delegates, monitors, manages and evaluates the human resources, determines in consultation with staff the capacity development needs of individuals and teams, arranges for and actions the provision of training to satisfy the needs to achieve the desired results. Identifies and manages the resource allocation for a defined geographical region, and assigned special project initiatives province wide.

Determines, and identifies research requirements for and actions completion of research to support the design and preparation of new project/program initiatives in support of the core business of building community capacity a primary focus/priority of the Alberta Rural Development Strategy.

Organizations, communities, institutions, coalitions and networks which have developed capacity to accept local ownership for establishing a collective vision, mobilization of local resources, applied for and received large sums of financial assistance through successful grant applications to support initiatives and projects to implement local projects for identified locally determined priorities.

Staff are enabled and empowered to think and act strategically, with a focus on results.

Acting as a catalyst, enabler and facilitator, advocates for clients and stakeholders to receive federal financial resources by identifying and encouraging collaborative partnerships through varied and alternative approaches to produce desired results.

Clients and stakeholders are enabled and empowered to confidently move forward to develop and action steps to take control of their future.

Last Review / Update: 2016-03-11

# MJEP

## Benchmark Evaluation - M420-10

### Identification Section

<b>Working Title:</b>	Audit Manager, Mineral Development and Strategic Resources (OEBU)
<b>Ministry:</b>	Energy
<b>Division, Branch/Unit:</b>	Mineral Development and Strategic Resources, OEBU
<b>Reports To:</b>	Director, Compliance and Assurance
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-10
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Director, Compliance and Assurance, the position manages a professional team of auditors who provide audit assurance that oil sands royalty calculations comply with regulations and guidelines and are collected on time. Position provides policy input to the Oil Sands Development Business Unit.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI+3 350	E4 43% 152	E1P 175	677

Short Profile: A1

### Evaluation Rationale

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**Know-How:**

**F:** Position requires extensive professional accounting experience and knowledge of royalty regulations. A detailed understanding of automated audit interrogation practices combined with broad industry, oil sands and gas royalty regulatory and guideline knowledge is essential.

**I+:** Manages a specialized, but functionally similar, small team of professionals (auditors).

**3:** Position consults with industry stakeholders e.g. Oil and Gas companies Association - CAPP, Heavy Oil Producers Association; and interdepartmental staff e.g. Auditor General, AEUB Corporate Tax requiring advanced HR skills.

**Problem Solving:**

Position works within clearly defined regulations, legislation and guidelines and accounting procedures. Detailed technical accounting, marketing and issues management problems are sometimes non-conforming, without clear precedents for solutions requiring analytical, interpretative, evaluative thinking for example complex cost eligibility and valuation issues.

**Accountability:**

**E:** There is managerial direction toward achievement of specified results. The addition of one new management layer above the position has impacted its accountability.

**1:** Results are externally focused and affect a limited segment of stakeholders (royalty clients).

**P:** Position has a controlling impact. It issues royalty assessments with no director review. Actions impact royalty clients.

**Last Reviewed:**

Last Review / Update: 2015-02-05

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# MJEP Benchmark

## Job Description - M420-10

### Identification Section

<b>Working Title:</b>	Audit Manager, Mineral Development and Strategic Resources (OEBU)
<b>Ministry:</b>	Energy
<b>Division, Branch/Unit:</b>	Mineral Development and Strategic Resources, OEBU
<b>Reports To:</b>	Director, Compliance and Assurance
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Member of the management team that budgets and allocates manpower resources to diverse oil, gas, oil sands, incentives, and freehold mineral tax audits.

Leads a professional team of auditors to provide audit assurance that oil sands royalty calculations comply with the Alberta Mines and Minerals Act, Oil Sands Regulations and Guidelines for completeness, accuracy and fairly valued and that the royalties due are collected on time.

Issues assessments for non-compliance.-Provides policy input to the Oil Sands Development Business Unit.

Provides professional support in the resolution of Oil Sands assessment appeals working directly with the Director of Appeals and the auditee to facilitate resolution. This involves the detailed clarification and application of oil sands policies.

Responsible to ensure compliance with the Freedom of Information and Privacy (FOIP) Act for all information requests made under this Act.

Responsible to compile and report all the Compliance and Assurance quarterly and annual reporting of the audit recoveries to facilitate the audit assurance conclusions for the Branch.

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## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Accountable for the development and execution of detailed audit plans to provide royalty assurance that Crown Royalties are reported in compliance with the appropriate Acts and related guidelines. The risk assessment process involves assessing over 70 projects with in excess of \$15 billion in revenues and combined capital and operating costs of over \$10 billion annually.

Issue royalty assessments as required (20-30 such assessments issued, annually totaling \$50 million) without director review. This position requires strong negotiation skills as often areas of conflict arise over areas where the royalty guidelines may be open to interpretation. Discussions may involve the royalty payer, the Oil Sands Development Group and our Legal Business Unit.

This is more complex and riskier than an administrative process that relies on well defined policies and is subject to managerial direction.

In summary, this position may impact a significant portion of royalty clients in a very high profile environment with minimal management supervision of detailed procedures and encompasses accounting, technical and marketing problems. A significant portion of the royalty paying population (60% of total of oil sands royalty payers) is globally reviewed and subject to possible assessment by this position. Issue resolution is also a key accountability. Works closely with industry and government stakeholders in the analysis and development of oil sands policy. Provides the final check on royalty calculations and recoveries that the Department has in place to ensure that the oil sands resource revenues have been assessed and collected on behalf of the Province of Alberta.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

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Professional accountant with 30 plus years of experience with a vast knowledge of royalty regulations and generally accepted auditing standards.

Detailed industry knowledge of the many varied complex technological processes used to extract oil from the Oil sands. Examples include such complex processes such as mining, in situ, and VAPEX.

Detailed understanding of financial accounting processes and principles. Each company that submits royalty submissions has its own unique accounting systems and operational structures. In order to effectively audit the royalty submissions the incumbent must have a detailed understanding of the clients' processes. Detailed reviews are conducted on each selected company's unique financial transactions.

Detailed understanding of automated audit interrogation practices and extensive accounting expertise combined with broad industry, oil sands and gas royalty regulatory and guideline knowledge and the ability to apply in specific instances. For example, must review oil sands revenue marketing, capital and operating costs and royalty paid by the royalty payer, identify possible non-compliance and then pursue fair and reasonable resolutions in a timely manner.

Acts as an audit manager, scheduling, allocating and supervising a group of 7-8 professionals providing leadership, problem solving and mentoring to the staff.

Reviews with the royalty payer all assessments before their issuance.

Experience in corporate and government decision-making, with management planning process. Provides technical advice to other teams or branches within the Department.

Strong negotiation and mediation skills as no company likes to pay additional royalties.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Identifies areas where policy is unclear and consults with others in Department to support interpretations and assessment position. For example, analyzes complex cost eligibility and valuation issues and presents these to the assessed company and

the Oil Sands Development Business Unit and Legal/Appeals where necessary. Works closely with industry and government stakeholders in the analysis and development of oil sands policy.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Applies Generally Accepted Auditing Standards and Generally Accepted Accounting Principles to identify possible errors and then reviews royalty legislation and guidelines to determine whether royalty payer's interpretation/filing is reasonable and in compliance. For example, analyzes complex cost eligibility and valuation issues and presents these to the assessed company along with findings. Knowledge of other regimes' policy and legislation (e.g. Canada Custom Agency, Alberta Energy and Utilities Board, other provinces and United States energy programs - FERC).

Identifies policy gaps and facilitates resolution through internal and external stakeholders. This involves detailed information compilation to ensure the proper description of the problem, a thorough review of all accounting guidelines and principles, a review of possible alternatives and the recommendation of a suggested alternative.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
OEBU	Daily.	Program direction on audit plan, activities and mandate.
Energy Business Units - OSDBU	Daily.	Operations provide the royalty population and Policy the business rules and new issues.
Legal/Appeals	As required (usually weekly as a minimum).	Interpretation and issue resolution.

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External		
Industry Stakeholders - oil and gas companies Associations - CAPP, Heavy Oil Producers Assoc.	Daily	Consultations with audit plans, assessments, business rules, issues and policy development.
Interdepartmental staff - Auditor General, AEUB, Corporate Tax	As required (annually as a minimum).	Provide assurance that the reporting is accurate and timely to provide them with reliance to deliver their mandates.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

Directly impacts professional staff and the collection of the oil sands provincial revenues by providing leadership and interpretation on the Oil Sands and Natural Gas Royalty regimes. The position also provides input into policy setting within the department and has direct contact with senior level industry when request for clarification and interpretation of guidelines are made.

Last Review / Update: 2015-02-06

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# MJEP

## Benchmark Evaluation - M420-09

### Identification Section

<b>Working Title:</b>	Director, Distributed Computing Services
<b>Ministry:</b>	Service Alberta
<b>Division, Branch/Unit:</b>	Distributed Computing Services
<b>Reports To:</b>	Executive Director, IT
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-09
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Executive Director IT, the position is responsible for the planning, delivery and support of Distributed Computing Services for six ministries (Justice, Solicitor General, Environment, Sustainable Resources, Finance and Revenue) in a manner consistent with overall Service Alberta corporate directives. This service includes IT planning, implementation, operation and support of networks, servers and workstations for over 6000 customers across the province.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
F-II3 350	E4 43% 152	E3+C 175	677

Short Profile: A1

### Evaluation Rationale

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**Know-How:**

- F-:** Requires extensive knowledge of every aspect related to the delivery of IT services for network supports, servers, help desk to support the various ministries. There is a push down on content know how because the position is not responsible for the development aspects. Must be familiar with ministries delivery issues to ensure appropriate service is provided.
- II:** Manages several DCS teams (a large complement of systems analysts) involved in the delivery of IT support. Requires strong planning, organizing, coaching and integrating skills to consolidate and optimize services with multiple DCS delivery teams across seven ministries.
- 3:** Position is responsible for ensuring the government IT concepts, procedures and practices are understood by ministries, and negotiates appropriate IT solutions with them to meet both needs.

**Problem Solving:**

Problem solving is assisted by Service Alberta corporate direction and collaboration with the CIO and ministry IT heads. The planning, implementation, operation and support of networks, servers and workstations in diverse business situations and diverse ministries characterizes challenges of the position.

**Accountability:**

- E:** Position functions within the overall government IT objectives, which are determined at a management level above it. The push on the freedom to act is in recognition of the IT services provided to the several ministries.
- 3+:** The push on the 3 recognizes the IT services delivered impact seven ministries and affiliated external clients.
- C:** The focus of the work is to provide a support function that ensures the ministry's IT needs are met.

**Last Reviewed:**

Last Review / Update: 2015-02-05

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# MJEP Benchmark

## Job Description - M420-09

### Identification Section

<b>Working Title:</b>	Director, Distributed Computing Services
<b>Ministry:</b>	Service Alberta
<b>Division, Branch/Unit:</b>	Distributed Computing Services
<b>Reports To:</b>	Executive Director, IT
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Responsible for the planning, delivery and support of Distributed Computing Services (DCS) for 7 ministries (Justice, Solicitor General, Environment, Sustainable Resources, Finance and Revenue, Service Alberta-Brownlee) in a manner consistent with overall Service Alberta corporate directives. This service includes IT planning, implementation, operation and support of networks, servers, and workstations for over 6000 customers across the province.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

High quality of DCS must be delivered and maintained in a cost effective manner for all ministry clients across the province.

Consolidate and optimize services with each ministry and between other ministries supported to prepare them for eventual integration in a centralized Service Alberta support model.

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Establish effective business relationships with senior ministry representatives to facilitate a win-win approach to maintaining and improving current operations and developing effective IT strategies for further effective migration to a GOA shared model.

All IT plans developed or services provided must be in alignment with overall Service Alberta IT objectives, and prove to be cost effective, and ideally achieve cost savings.

Effective management of multiple DCS delivery teams across 7 ministries (2 IT Managers and 45 IT staff).

Manage multiple DCS related budgets (on behalf of 7 ministries) totalling approximately 4 million dollars annually.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

**Practices, procedures, specialized techniques, disciplines or technical skills needed to perform the duties of the position.**

An extensive knowledge of a wide variety of IT distributed computing related services as well as an ability to work with senior IT ministry heads to ascertain ministry business needs to enable effective delivery of services.

Must have demonstrated problem-solving skills.

Must have the ability to create clear concise Service Alberta work plans for each ministry to enable them to clearly understand Service Alberta objectives, and observe results achieved against these work plans.

Must possess strong management skills and the ability to effectively delegate tasks to direct reports to effectively meet targets established by ministry work plans.

Must have demonstrated skills in the management of contracts (on behalf of ministries being serviced), and in the management of multiple ministry budgets (for DCS services)

**The range of business knowledge and experience required for the overall management of your unit or function.**

Incumbent must have experience and/or knowledge of every major aspect related to the delivery to IT services, in order to effectively communicate with ministry IT heads. Further, the incumbent must demonstrate the ability to become familiar quickly with key ministry delivery issues to ensure appropriate solutions are developed and delivered on time, within a budget agreeable to the ministry.

**Human relations skills:**

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Negotiation skills are critical to this position. Each solution identified and developed requires vetting and or negotiation with a variety of senior IT staff representing multiple business areas within their ministry, and Service Alberta management team members. All solutions recommended must be prepared and delivered in a manner that supports collective cooperation.

Human Resource Management Skills are critical as the incumbent must effectively delegate tasks and measure results frequently to ensure all delivery obligations are being met.

**Knowledge Required:**

Extensive knowledge of IT and IT related practices.

Knowledge of Service Alberta corporate IT objectives.

Knowledge of GOA IT business rules and practices.

Familiarity with ministry business plans and key ministry business drivers.

**Skills Required:**

Planning Skills.

Human Resource management skills.

Negotiating skills.

Budgeting Skills.

Problem Solving Skills.

Project Management Skills - Specifically, the ability to deliver projects on time and on within budget.

**Education/Training Required:**

University Degree or Equivalent.

Training in a variety of IT related disciplines.

**Work Experience Required:**

15-20 years directly related experience. In particular demonstrated success in the delivery of DCS services is critical.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Examples:

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Co-ordination with ministry IT Executive and heads, Service Alberta Executive, and ministry delivery teams are required in order to successfully deliver services and to make progress towards Service Alberta GOA objectives.

Assign or direct/co-ordinate the activities of others (2 IT Managers and 45 IT professionals).

Coordinate or head steering committees and/or planning meetings for multiple ministries to manage work plans and/or large projects.

Develop and coordinate GOA delivery opportunities with Service Alberta IT management staff.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Each ministry has its own unique history in the management and delivery of IT services. Because of this solutions accepted by one ministry often are inappropriate for the next ministry. In order to overcome this hurdle the ministry IT heads of each ministry head and the ministry Service Alberta IT delivery teams are engaged to find win-win solutions. Success can only be achieved by cooperation.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Service Alberta Executive Director - IT	As required, the incumbent will advise the Executive Director of direction intended in circumstances where the solution could be considered controversial relative to Service Alberta delivery objectives.	Obtain Service Alberta corporate IT direction. Ministry strategies are then developed by the incumbent to meet overall goals

CIO, Ministry IT Heads	Provide them with work plans, Service Alberta priorities, Project completion reports, and (large) Project Briefing notes. These resources are engaged in an informal and formal basis regularly to ensure they are comfortable with Service Alberta direction, and become partners in any delivery solution.	Determination and Discussion of IT related Contracting requirements (managed by Service Alberta on behalf of ministries).
DCS Delivery Teams	Primary interface with designated Managers and/or Team leads in each delivery team.	Establish targets and deliverables for each work team.
<b>External</b>		
Private sector		Establish, extend, or adjust contracts or service agreements on behalf of ministries (includes consulting services and hardware/software maintenance.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

Over 6000 customers are directly impacted by any IT decision made.

Other than direction relative to overall corporate calls, the incumbent receives no formal direction; however the Executive Director of IT will provide advice or direction to him at any time upon request.

Examples:

Full, quality delivery of all DCS services is expected by 7 ministries. Each of these ministries is fully impacted by the incumbent's ability to deliver services. Ministries have the expectations that quality services will be maintained in the most cost effective manner possible.

Ministries have the expectation that the incumbent will provide direction and strategies that will enable them to migrate towards a centralized delivery model.

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The Executive Director of Service Alberta Information Technology Services has the expectation that corporate IT goals will be achieved.

Service Alberta IT management team expect support and assistance in the delivery of Service Alberta IT solutions for ministries outside of the incumbent's scope.

DCS Delivery teams have the expectation that the incumbent will establish direction and provide assistance in establishing priorities and delivery schedules.

Last Review / Update: 2015-02-06

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# MJEP

## Benchmark Evaluation - M420-08

### Identification Section

<b>Working Title:</b>	Head, Disaster Recovery Planning
<b>Ministry:</b>	Service Alberta
<b>Division, Branch/Unit:</b>	Information Technology Services
<b>Reports To:</b>	Executive Director, Information Services and the CCIO
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M420-08
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Executive Director, Information Services and the CCIO, the position leads the Business Continuity Plan and IT Disaster Recovery planning for R&GE and Government of Alberta (except for IMAGIS). The position provides expertise to IBM in the development of business continuity planning for IMAGIS. The position ensures the ongoing readiness of R&GE to respond to a business disruption of any sort.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
F+I3 350	E4 50% 175	E3C 152	677

Short Profile: P1

### Evaluation Rationale

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**Know-How:**

- F+:** Requires deep technical expertise in IT. The push is to recognize the need to understand the complexity of the theory and techniques of business continuity planning and risk management. Required to respond to new technology, such as the supernet, and is the CCIO for disaster recovery.
- I:** Responsible for the business continuity and disaster recovery for government, ABC's and MUSH by reviewing existing operational; policies and practices, identify areas that need to be addressed, recommend solutions, monitoring the integrity of changes. Required to motivate all users to ensure that plans are developed. Superintends the continued readiness of the organizations ability to respond.
- 3:** This position interacts with CIOs and other senior executive managers in the ministries to negotiate for resources and their support for the initiatives.

**Problem Solving:**

Problem solving involves strategic planning around cutting edge technology. The position is responsible for the development of IT frameworks and ensuring ministries' responses and plans fit within them.

**Accountability:**

- E:** The Head of Disaster Recovery Planning has visionary assistance provided by the Corporate CIO and the BCP Steering Committee, as well as the service level agreements. Is responsible for the ministries disaster recovery plan.
- 3:** Provides IT business planning and disaster recovery planning government wide, including MUSH and ABC sectors. The position is responsible for building a framework for IT disaster recovery plans and responsible for 24/7 response coordination for disaster recovery instances.
- C:** Provides a consulting service and guidance to ensure that the IT business resumption and disaster recovery plans are in developed.

**Last Reviewed:**

Last Review / Update: 2015-02-05

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# MJEP Benchmark

## Job Description - M420-08

### Identification Section

<b>Working Title:</b>	Head, Disaster Recovery Planning
<b>Ministry:</b>	Service Alberta
<b>Division, Branch/Unit:</b>	Information Technology Services
<b>Reports To:</b>	Executive Director, Information Services and the CCIO
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Senior Manager works closely with the Corporate Chief Information Officer, who is the Executive Sponsor. The governance structure for this position is expected to evolve to a Steering Committee of stakeholders. The incumbent is responsible for defining the organization's approach to Business Continuity Planning (BCP) by developing strategies and objectives by which business continuity risks can be identified and addressed in conjunction with other risk management approaches.

The incumbent is also responsible for providing a corporate-wide Business Continuity Planning capability which encompasses development and maintenance of business unit plans, a BCP Methodology, knowledge of available automation tools together with consulting services supporting planners in the field.

In addition, the incumbent is responsible for building an infrastructure to support plan activation and crisis management.

The incumbent will also lead the Service Alberta BCP Emergency Team as defined in the Government Emergency Management Regulations under the Disaster Services ACT, in an emergency situation.

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## Specific Accountabilities

(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)

**1. Ensure business continuity planning concepts are integrated into corporate-wide risk management strategies and day-to-day operations and policies by:**

Review existing operational policies and practices to identify opportunities to ensure that business continuity issues are addressed in day-to-day operations and policies.

Coordinate business continuity plan development to identify common (cross Ministry) business recovery needs and exposures. Identifying, quantifying and analyzing recovery exposures in order to foster resolution. If necessary, recommend proposed solutions to the BCP Steering Committee for direction and resolution.

Maintaining a level of awareness through the dissemination of information relating to disaster occurrences, recovery techniques etc.

Ensuring the overall integrity of the plan by monitoring changes in location, organization, and technology and ensuring the corresponding changes are made to the plan.

**2. Provide an effective and efficient BCP consulting services to facilitate corporate-wide plan development and risk reduction by:**

Ensuring that the BCP methodology is maintained and updated to provide a practical guide for BCP development and maintenance.

Coordinate plan development to ensure recovery interface requirements are met through hot-site and Emergency Team support.

Identifying and recommending appropriate automation tools and their use in support of plan maintenance and development.

Ensuring plan developers are provided with appropriate tools and knowledge through workshops, training sessions and individual consulting support.

**3. Superintend the continued readiness of the organization's ability to respond to a business disruption in a controlled manner by:**

Ensuring the readiness of local and remote Control Room facilities.

Conducting regular Corporate Response Team and Emergency Team briefings.

Engaging business units regarding contingency strategies and solutions by identifying exposures, researching solutions, providing product materials, input and support to business cases, directing units to other corporate resources for assistance and problem resolution.

Ensuring the BCP Emergency Team is continuously available and in a state of readiness to respond 24 hours a day, 365 days a year.

Developing and conducting effective tests of critical plans.

Ensuring that all plans are reviewed and updated on a regular basis.

**4. Superintend the continued readiness of the organization's ability to respond to a business disruption in a controlled manner by:**

Revising the readiness of local and remote Control Room facilities.

Conducting regular Corporate Response Team and Emergency Team briefings.

Assisting business units regarding contingency strategies and solutions by identifying exposures, researching solutions, providing product materials, input and support to business cases, directing units to other corporate resources for assistance and problem resolution.

Ensuring the BCP Emergency Team is continuously available and in a state of readiness to respond 24 hours a day, 365 days a year.

Developing and conducting effective tests of critical plans.

Ensuring that all plans are reviewed and updated on a regular basis.

**5. Directs the overall management functions required for the effective operation of the BCP Unit by:**

Developing and forecasting the annual budget and ensures the preparation of business cases for the department.

Ensuring that management is aware of current status through time reporting, status reports, regular communication, presentations and general liaison.

Organizing and attending BCP Steering Committee and appropriate management meetings. Attending internal/external user group meeting and conferences.

Participating in task forces and management directives as required.

Maintain a keen awareness of industry and technological developments in the field of business recovery planning, and a current knowledge and understanding of corporate policy, procedures, directions and trends as they might impact the BCP Mandate.

Need to reflect the responsibilities identified in the 2004/05 Cross Government ICT Initiative and the close alignment and linkage with the Corporate Chief Information Officer.

**6. Represent the Service Alberta as their Business Continuity Officer by:**

Working with the Ministries of Corporate Human Resources, Infrastructure, Municipal Affairs and Solicitor General, in developing the GOA Facility Emergency Plan and its ongoing maintenance, testing and marketing.

Participate in the review of the Government Emergency Management Regulations under the Disaster Services Act.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

While the incumbent has a direct responsibility for the Unit, they are also directing the plan development and maintenance activities of over 100 people spread over many locations/Ministries. Much of the quality of the plans produced depends on the incumbent's ability to motivate and obtain cooperation from these planners and their management.

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**Knowledge Required:**

It is important that the incumbent has a broad knowledge of general corporate operations, computer systems, communications and structural systems to identify risk situations, and overlaps in planning strategies so that exposures can be dealt with by the most appropriate group. The incumbent also requires a good knowledge of corporate systems, standards and policies including budget management, business case development, business conduct and security policies and procedures, etc.

The incumbent must negotiate with all levels of staff to secure agreement and co-operation from business units regarding the assignment of planning resources, project schedule commitment, and the resolution of recovery exposures.

The incumbent must also be highly knowledgeable in the theory and technique of Business Continuity Planning and the wider area of Risk Management. This knowledge must be backed by a personal commitment that will motivate Service Alberta staff and staff in user ministries to expend appropriate energy on business continuity planning in the face of pressures to concentrate on shorter term goals.

It is essential to recognize opportunities that could contribute to the organization's recovery capability and exercise judgement in prioritizing and planning their implementation.

Providing a consulting service also requires the promotion of concepts, new ideas and approaches to business continuity planning.

**Skills Required:**

Administrative and management skills to effectively orchestrate project objectives.

Oral and written communication skills to ensure guides, plans, correspondence and reports are clear, concise and accurate.

**Education/Training Required:**

A university degree in a related discipline with continued training, both classroom and conferences, is required to keep current in the relevant technologies.

Professional Certification from DRI CANADA or equivalent.

**Work Experience Required:**

At least 10 years of progressive experience in the IT field, specifically related to the technologies and responsibilities of this position.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

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Initially the incumbent will be responsible for engaging all Ministries in the shared IT DRP framework. Subsequent expansion may include extending the framework of shared IT DRP to Municipalities, Schools, Hospitals, Agencies, Boards and Commissions in Alberta.

The incumbent requires excellent interpersonal skills, diplomacy and tact due to the corporate-wide cross-sectional nature of the project. In addition, the incumbent requires motivational attributes and flexibility in attitude to maintain high morale and productivity to ensure timely completion of projects.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The most difficult challenge will be building cooperation with Ministries and organizations that do not see DRP and BCP as a high priority.

Assistance and vision is provided by the Corporate CIO and the BCP Steering Committee. This position ensures the DRP plans and actions of the Ministries is linked to that vision.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Executive Officers and other Senior Management Officers of this and similar organizations	Frequent.	Regular meetings with Ministry Senior Officers, the Corporate Chief Information Officer, as well as via the CIO Council and the Steering Committee.
<b>External</b>		

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Executive/Senior Officers of vendors/suppliers, and other outside agencies such as salvage, insurance and financial consultants	Frequent.	For actual disaster situations, the contact and response contact trees will need to be established with Ministries, vendors and communication organizations.
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## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

Decisions made by the incumbent impact the ability to recover from IT DRP instances for the entire Government of Alberta. Business Continuity currently exists in Ministry silos and needs to be planned/managed in a coordinated manner. Once these services/processes are formalized, the opportunity exists to extend this offering to the Municipalities, Schools, Hospitals, Agencies, Boards and Commissions in Alberta.

The incumbent is responsible for building a framework for IT DRP in the government of Alberta. Then within this framework, the incumbent is responsible for 24x7 response/coordination for cross-ministry IT DRP instances, as well as the Service Alberta Emergency Planning responsibilities.

Last Review / Update: 2015-02-06

# MJEP

## Benchmark Evaluation - M420-07

### Identification Section

<b>Working Title:</b>	Manager, Special Policing
<b>Ministry:</b>	Justice and Solicitor General
<b>Division, Branch/Unit:</b>	Public Security, Policing Services, Standards and Evaluations Branch
<b>Reports To:</b>	Executive Director, Special Policing
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-07
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Executive Director, Policing Services, Standards and Evaluations Branch, the position is the key contact for the ministry in provincial specialized policing services across the province. including Anti-terror policing initiatives, Serious and Violent Crime Initiatives, Family Violence, Special Constables, Traffic Enforcement, DNA, Organized Crime and Cyber Crime. The position provides consultation and advice to external and internal stakeholders across the province; and develops, implements and evaluates programs to ensure they meet strategic organizational goals.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI+3 350	E4 43% 152	E2-P 175	677

Short Profile: A1

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## Evaluation Rationale

### **Know-How:**

- F:** Requires extensive knowledge of issues and practices in areas classified under Special Policing. The position provides input on federal/provincial programs and priorities.
- I+:** The push is to recognize the leadership and direction to external committees, police services, organizations and business entities; and provides input to federal/provincial programs and priorities.
- 3:** Extensive interaction with broad range of stakeholders and all levels of government to develop partnerships to successfully implement related programs and initiatives.

### **Problem Solving:**

Resolution of issues requires collaboration with police services and stakeholders. The thinking challenge is characterized by complex, emerging issues such as cyber crime and gangs and occurs within a high media profile. The position is required to design, develop and launch new initiatives within short time frames.

### **Accountability:**

- E:** Position exercises considerable autonomy in managing program areas and work unit within assigned funding, regulations and guidance from senior managers.
- 2-:** The pull recognizes the position oversees a small unit required to develop, implement and evaluate specialized policing programs to ensure they meet the need of the ministry and provide consultation and advice to external clients and agencies.
- P:** Position is responsible to ensure that the provincial specialized policing programs are developed and implemented and providing advice to external organizations.

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### **Last Reviewed:**

Last Review / Update: 2016-03-11

# MJEP Benchmark

## Job Description - M420-07

### Identification Section

<b>Working Title:</b>	Manager, Special Policing
<b>Ministry:</b>	Justice and Solicitor General
<b>Division, Branch/Unit:</b>	Public Security, Policing Services, Standards and Evaluations Branch
<b>Reports To:</b>	Executive Director, Special Policing2
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Executive Director, Policing Services, Standards and Evaluations Branch, the position is the key contact for the ministry in provincial specialized policing programs including Anti-terror policing initiatives, Serious and Violent Crime Initiatives, Family Violence, Special Constables, Traffic Enforcement, DNA, Organized Crime and Cyber Crime. The position provides consultation and advice to external and internal stakeholders across the province; and develops, implements and evaluates programs to ensure they meet strategic organizational goals.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Liaise, develop and implement a National Sex Offenders Registry noting high-risk offenders in the province. Develop and conduct police training and review policy to ensure mandate is met.

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Consult on, implement and evaluate key program areas such as the Amber Alert Plan, Family Violence Policing Initiatives and the Notification Program. Conduct policy review to ensure effectiveness of these programs and recommend changes/enhancements that support policing and 'promoting safe communities in Alberta'.

Continue to support the Federal DNA Identification Act. Monitor programs through consultation with stakeholders and the collection and analysis of relevant data. Develop and coordinate issues through the DNA monitoring committee.

Provide advice, research and support internally and externally with respect to new and emerging specialized policing issues and initiatives and make recommendations on enhancements that address targeted public security concerns.

Liaise with Criminal Intelligence Services and other jurisdictions on creative and innovative ways of attacking organized crime. Consult in areas of trends, threats, changes and opportunities in order to develop strategic intelligence initiatives. Direct professional staff in conducting targeted research and provide strategic advice to the Minister and ADM. Ensure funding meets contractual obligations.

Provide leadership to professional and management staff that support the work unit monitor their effectiveness by providing performance measures, performance feedback and continuous training opportunities that build competencies for current and future Branch needs.

Develop and coordinate timely and accurate Action Requests, briefings and correspondence supporting the Minister, Deputy Minister, ADM and Executive Director.

Innovation and Creativity/Continuous Improvement:

Serious and Violent Crime initiatives involve new program areas that require changes in delivery as they develop. This is done through monitoring how initiatives are currently operating and developing new policies and guidelines for police services to improve upon existing practices and to ensure effective use of resources.

In responding to ministerial requests or requests from senior management, the opportunity often exists to recommend various courses of action depending on the issue being addressed. Recently recommended amending HRO Website policy and program to ensure participation of the Edmonton Police Service.

Partnered recently with Municipal Affairs to utilize their existing transmitters to broadcast Amber Alert information across the province. Rather than purchasing a new system, this joint effort enabled this department to provide leadership in redirecting those resources to other program areas in need. Initially, there were some territorial issues with Municipal Affairs; however PUR tapped on strong interpersonal and problem solving skills to understand issues and create a win-win situation.

## Knowledge/Experience

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**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

The incumbent will have a university degree in criminology, public administration and/or social sciences with extensive hands-on or front-line experience either in the criminal justice system, policing or a regulatory environment.

Extensive experience in community program development, implementation and evaluation.

Advanced level of Federal Statutes including the Criminal Code, Provincial Statutes including the Police Act.

An advanced understanding of the Criminal Justice System is essential to properly assess programs and policies and to provide accurate information to senior levels of the department. Able to develop and write policy/position documents in complex areas.

This position operates at a senior and complex level requiring strong interpersonal, analytical, management and program planning skills. Must be able to balance programs with budget realities.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Consult with other jurisdictions (Ontario) to learn about their related strategies and how they are working.

Program areas may be linked or impact upon the Correctional Services Division internal to the department (e.g. Serious and Violent Crime Initiatives).

Most work takes the position outside the department with external stakeholders (Police Services, Alberta Justice) to work on joint national initiatives.

Organize meetings and monitor specific initiatives for the Serious and Violent Crime Strategy (Section 32 Notification Protocol, AMBER Alert, Family Violence Policing Initiatives).

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Negotiation is required with police services and other stakeholders, including Correctional Services Canada, in order to ensure their participation in Solicitor General programs according to the department's policy specifications. (e.g. SHOCAP, Section 32, High Risk Offender Website.)

Negotiation with the federal government and provincial counterparts is required in order to ensure legislation is drafted that reflects the position of the Alberta Solicitor General (e.g. Participation in FPT Working Groups concerning the National Sex Offender Registry, Cyber Crime, Organized Crime, Impaired Driving, and Family Violence).

Motivate police services to perform 'new policing services' without additional resources.

Daily contacts with police services - RCMP and Municipal and other government departments, for the purpose of gathering information in order to integrate and move forward with program development.

Contact with other provincial jurisdictions and the Federal Government to design and implement National Programs (e.g.. National Sex Offender Registry).

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Implement and monitor enhancements related to Amber Alert, Sex Offenders Registry, High Risk Offenders Registry.

Implementation and ongoing development of programs such as of Section 32, HRO, AMBER Alert and Family Violence Policing Initiatives requires police training and the challenge is to obtain their cooperation; they often feel the department is asking them to do more with less resources and obtaining their cooperation is a constant challenge.

The position is required to develop and launch new initiatives within short time frames from the ground up. There may not be existing structures in place to assist in the design, implementation and ongoing monitoring of new initiatives so these must be created. Recent examples include the AMBER Alert Plan and reviewing the feasibility of establishing a 'Most Wanted' Website.

Providing options on sensitive matters to senior officials in briefing format.

## Relationships/Contacts

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(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Minister/Deputy Minister	Quarterly.	Briefing/provide advice/consultation.
Assistant Deputy Minister	Weekly.	Briefing/consultation/decision-making.
Executive Director	Daily.	Consultation, provide recommendations, info sharing.
Line staff (professional)	Daily.	Direction, full and efficient program implementation.
Subordinate Manager	Daily.	Uniform program implementation, problem resolution, budget use.
Budget Officer	Monthly.	Ad hoc budget information related to specialized policing programs.
Reference Centre	Daily.	Information gathering.
Correctional Services Division	Weekly.	Consultation regarding Serious and Violent Crime Initiatives (SHOCAP) and Section 32 Protocol and Family Violence.
Program Managers	Weekly.	Consultation, information review.
Victims Services	Monthly.	Info gathering - statistical in nature to assist with grant funding.
<b>External to Department</b>		
RCMP and Municipal Police Services	Daily.	Information gathering on policing issues, Serious and Violent Crime, Section 32, Family Violence.
Federal Solicitor General	Monthly.	Consultation on issues regarding Serious and Violent Crimes, Sex Offenders Registry, Cyber Crime.
Other Gov't Departments	Weekly.	Info gathering, consultation, partnership activities.

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Inter-Provincial Gov't Departments	Weekly.	National policing issues related to Sex Offenders Registry, Family Violence, Cyber Crime, Serious and Violent Crime Initiatives.
General Public	Monthly.	Resolve complaints related to high risk offenders, Amber Alert, Sex Offenders Registry.
First Nations Police Services	Monthly.	Information gathering, consulting.
Municipal Police Services (mostly Edmonton)	Daily.	Information gathering, program issues.
Court Services	Monthly.	Consultation on various specialized policing issues and in completing Action Requests.
Crown Prosecutors	Weekly.	Info sharing, consultation regarding Serious and Violent Crime Initiatives, Sex Offenders Registry, Section 32 Protocol.
<b>External to Government</b>		
Non-Government Organizations (NGOs)	Monthly.	Consultation in program development and operation - Family Violence Policing Initiatives, National Sex Offenders Registry.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

Serious and Violent Crime initiatives occurs across the departments and impacts on all police services in Alberta. Feedback and advice regarding how they have operationalized the initiatives, is provided on an on-going basis.

Amber Alert, Sex Offenders Registry - Consult with external stakeholders to obtain input in program development and relate information/issues/concerns to the Minister or DM. Programs are developed and implemented from the ground up.

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Emergency Protection Order - Family Violence - In Peace River, only 1 out of 6 prosecutors knows how to execute this Order. This position partners with Justice and Children's Services to deliver training to assist police service members in execution. Contact with the field often necessitates action when issues are identified. The position must redirect focus in order to accommodate external needs that could impact the department.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M42Z1-55

### Identification Section

<b>Working Title:</b>	Director, Executive Operations
<b>Ministry:</b>	Cross-Government Common Role
<b>Division, Branch/Unit:</b>	
<b>Reports To:</b>	Deputy Minister
<b>Levels to D.M.:</b>	1
<b>Job Description:</b>	M42Z1-55
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Organizational Context

*The Director, Executive Operations (Director) reports to the Deputy Minister (DM) and is the main point of contact for the DM's Office (DMO). The Director acts as the liaison and key resource for strategic support, advice and assistance to ministry staff, the Minister's Office (MO) and Minister's Chief of Staff, Executive Council and other ministry DMOs.*

*As a member of the ministry executive team and a trusted advisor to the DM, the position contributes to the overall planning and strategic direction for the ministry by providing the interface between the political and operational functions of the ministry and the Minister's Office. Success in the position is dependent on providing effective leadership to align ministry initiatives with government priorities. The Director plays an active role in networking and facilitating key internal and external stakeholder relationships that can have province-wide scope, however the accountability for the outcomes that arise from those relationships, partnerships and programs reside primarily with the Deputy Minister and Assistant Deputy Ministers.*

*The position provides leadership to the DMO and leads a team of management, professional, executive support and administrative staff. The position also contributes to government-wide coordination as a member of the Executive Operations Network.*

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## Job Overview

**Overarching Outcome:** Effective leadership to ensure that ministry initiatives, department operations and DM accountabilities are coordinated through the development, implementation, and continual enhancement of effective processes and working relationships.

The Director provides strategic support, advice and assistance to the DM in the leadership of the ministry. A key accountability is to ensure the DM is fully apprised of issues, initiatives, and stakeholder concerns through necessary briefings, backgrounders, critical assessments and recommendations.

The Director coordinates, integrates and supports ministry initiatives with other government departments, external agencies, and reporting entities. This involves identifying and resolving complex issues and problems on behalf of the DM and requires collaboration with diverse stakeholders. As a member of the Executive Team, the Director provides advice and counsel to executive team members and other senior department staff. The Director is a key link between the MO and the ministry and works closely with the Minister's Chief of Staff in resolving issues raised by the MO.

The Director manages the DMO including the coordination and leadership of the Issues Management and the Ministerial Correspondence Units. The Director, with support from the DM, ensures strong working relationships are developed with stakeholders to support collaborative issue resolution that aligns with the ministry's and the Government of Alberta's strategic direction and priorities.

## Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI+3 350	E4 43% 152	E3C 152	654

Short Profile: B

## Evaluation Rationale

### Know-How:

**F:** This role requires in-depth knowledge of government structure, operations, decision-making processes, policy cycle, and legislative processes. Position must also understand the business of the ministry, that is, its mandate, key initiatives, programs, goals, relevant legislation, governance, and practices in order to support the implementation of strategic plans and ministry initiatives. The role possesses expertise of the principles and practices of policy and legislative processes, issues management, ministerial correspondence and applies in the development and implementation of operational strategies and

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processes. The F level is reflective of the wide breadth of professional expertise required to navigate a broad range of strategic issues in the public sector.

- I+:** Position coordinates issues management, goals and objectives from various divisions to support the execution of ministry strategy and the achievement of target outcomes. Position is not directly accountable for the functional diversity that comes with leading operations within the ministry. The role is relied upon to coordinate plans and resolve issues, supporting Executive Team members in translating the DM's direction and connecting the dots, and proposing integrated solutions to achieve the goals and objectives as per the mandate of the ministry. The push recognizes significant involvement in planning and alignment for a coordinated response/approach. To support a II rating, the position would be required to integrate several complex functions across several groups such as synchronizing policy and overarching initiatives, as well as integrating stakeholders' interests.
- 3:** Position influences the actions and decisions of the Minister, DM and executive team in the provision of strategic advice and consultation. As a key spokesperson on behalf of the Deputy Minister, the position must present the ministry's direction and position on issues to various stakeholders and vice versa. Position also influences the work of executive assistants in the ministry ADM's Offices.

**Problem Solving:**

- E 4 43%:** The Director operates within a well-defined strategic frame of reference; however, exercises a high degree of judgement and interpretation. Position requires considerable analytical, interpretive and evaluative thinking to synthesize a diversity of information and to anticipate the impact of the ministry's actions and initiatives. Position interprets and articulates strategic direction for the ministry, and applies that context in the interpretation, analysis and resolution of issues brought before the DMO. Position responds to emerging issues in the context of the strategic direction provided by the Deputy Minister and the ministry strategic plans. The 50% rating is not supported as position has access to the Executive Operations Network and program SMEs for assistance and is not solely accountable for solutions/strategy/program development.

**Accountability:**

- E:** Position coordinates the development of strategic plans and is accountable for ensuring that issues raised before the DM are resolved in alignment with strategic direction. Position has the freedom to develop, establish, and operationalize issues management frameworks and strategies.
- 3:** The 3 recognizes influence on both internal and external stakeholders (including partners, industry and public) who are affected by the decisions and actions of the position. Internally, the Director has influence on the entire ministry. The effect of external

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relations is primarily directed at a limited number of stakeholder groups and affects a relatively small segment of the population.

**C:** Position supports the activities of the ministry by providing issues resolution, facilitation and implementation of strategic plans, and the space and process to optimize executive decision making.

# MJEP Benchmark

## Job Description - M42Z1-55

### Role Overview

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

**Overarching Outcome:** Effective leadership to ensure that ministry initiatives, department operations and DM accountabilities are coordinated through the development, implementation, and continual enhancement of effective processes and working relationships.

The Director provides strategic support, advice and assistance to the DM in the leadership of the ministry. A key accountability is to ensure the DM is fully apprised of issues, initiatives, and stakeholder concerns through necessary briefings, backgrounders, critical assessments and recommendations.

The Director coordinates, integrates and supports ministry initiatives with other government departments, external agencies, and reporting entities. This involves identifying and resolving complex issues and problems on behalf of the DM and requires collaboration with diverse stakeholders. As a member of the Executive Team, the Director provides advice and counsel to executive team members and other senior department staff. The Director is a key link between the MO and the ministry and works closely with the Minister's Chief of Staff in resolving issues raised by the MO.

The Director manages the DMO including the coordination and leadership of the Issues Management and the Ministerial Correspondence Units. The Director, with support from the DM, ensures strong working relationships are developed with stakeholders to support collaborative issue resolution that aligns with the ministry's and the Government of Alberta's strategic direction and priorities.

### Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

- 1. Establish and oversee strategies and processes that enable effective issues management.**

Lead the development and implementation of issues management strategies to efficiently coordinate ministry-wide issues.

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Lead the development and implementation of issues management processes that facilitate communications and information flow between the DMO, the MO, ADM offices throughout the Ministry and with stakeholders.

Provide advice, recommendations, and alternative solutions and strategies to the DM, MO through the Minister's Chief of Staff, and Executive Team on current and emerging issues.

Identify and manage urgent or politically sensitive matters for the DM and MO, ensuring the appropriate research, background information, and recommendations are available to support resolution.

Coordinate and manage background research materials for the Minister and DM, providing briefings as required to ensure the Minister and DM are fully prepared and briefed for meetings and events.

**2. Coordinate the development and implementation of Ministry mandate, initiatives, and projects and the continual enhancement of Ministry operations.**

Provide advice, consultation and coordination on policy and legislative processes by applying a holistic picture of strategic and program policy and business operations. This accountability ensures policy initiatives and legislative plans are integrated and coordinated to ministry priorities.

Participate as an Executive Team member, to identify issues, trends, opportunities, challenges, and impacts and provide leadership within the organization to further the strategic agenda for government. The Chief of Staff creates opportunities to facilitate new and innovative solutions related to the ministry's mandate.

Coordinate policies, programs, projects and initiatives within the ministry by applying insights on ministry capacity and operations to project plans, new strategies and implementation.

Work collaboratively with the offices of the Minister, ADMs and Executive Directors to manage issues and projects to achieve ministry's business plan goals and objectives.

Work with Communications Branch to ensure all messages and communications on ministry initiatives are consistent and aligned with broader government priorities.

Coordinate ministerial initiatives assigned to the ministry, including serving as the primary resource to the MO and DMO for status updates, information exchange, and approaches to plan, manage, communicate and evaluate initiatives and projects.

Track and report on ministry priorities and relationships to the broader government agenda.

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### 3. Support the Deputy Minister in achieving the mandate, goals and operations of the Ministry.

Provide support and recommendations for issues, opportunities, and challenges associated with business and operational planning, and policy and program development.

Provide strategic analysis and advice, keeping the DM current on the status of existing and potential issues and trends. This is accomplished through a review of incoming information from internal and external sources, environmental scanning, analysis, awareness of political sensitivities, and discussions with key stakeholders.

Compile comprehensive briefing materials for meetings with the Minister, other DMs, stakeholders, and the public.

Advise on business process enhancement initiatives and improvement opportunities by noting changing business needs, best practices, and industry trends.

Support the DM by taking on specific assignments, attending meetings, and responding directly to inquiries from the Minister, ministry staff, and key stakeholders.

Action DM's decisions for continuity of business initiatives and clarifying direction.

Assist in communicating the ministry's vision and mission and influencing organizational culture.

Attend cross-ministry, government wide and external committees, representing ministry perspectives developed by the DM and Executive Team.

### 4. Oversee the effective operation of the Deputy Minister's Office.

Provide leadership to the Issues Management and the Ministerial Correspondence Units.

Review action request responses to ensure content quality, accuracy, completeness, political sensitivity and reflection of department policy or position.

Lead and manage the operations of the DMO, including staffing needs and performance management processes.

Manage and control the DMO budget to ensure accountability.

Build and promote positive working relationships.

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## Job Requirements

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

University degree in a related field supplemented by a minimum of 6 years of progressively responsible experience in issues management in a public sector organization.

Experience with political/public service environment and knowledge of GoA policy development cycle, decision-making process, and legislative procedures.

Experience with identifying key issues, including legal implications and risks.

Experience giving advice, including deep understanding of the importance of defining the problem, developing solutions and analyzing the solutions so that robust decision-making can occur.

Experience working in a multifaceted, fast-paced environment, using well developed verbal and written communication skills in the transfer of information to inform and influence executives and senior officials.

Strong change management, project management, and organizational skills.

Knowledge of Freedom of Information and Protection of Privacy legislation, policies, and procedures.

Knowledge of GoA decision making processes, standards, systems, and protocols.

Strong knowledge of GoA strategic and operational business planning goals and processes, including reporting and evaluation.

Political acumen and understanding of Alberta's political system, GoA mandates and related policies, and government structure.

Understanding of the business of the ministry including knowledge of various stakeholder groups and familiarity with issues, trends and directions.

Mediation or conflict resolution training an asset.

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## Behavioural Competencies

**Systems Thinking** – The Director is able to see both the big picture and details, understanding the whole system and recognize linkages between the two. Must be able to ask questions and bring others to a discovery of the system and how their pieces interact with the whole. Must be able to evaluate broad reaching impacts and use this knowledge to inform progress.

**Drive for Results** – Provides strategic advice to the Minister, DM, Executive Team, ministry staff and external stakeholders. Position forecasts potential challenges with implementation and negotiates major issues in advance. Must hold true to principles and confront problems directly, taking steps to rectify problem situations. The Director uses knowledge of the overall organization to improve performance and initiates actions to optimize resources for the achievement of improved results.

**Develop Networks** – It is critical that the Director quickly establish credibility and initiates relationships with a broad range of people in unfamiliar environments, nurturing these relationships to build trust. The Director must invest effort in ensuring colleagues, client and stakeholder needs are heard and that there is a shared understanding of context and space for information sharing.

**Creative Problem Solving** – The Director must be able to combine different approaches and perspectives across the ministry and from other ministries, creating a safe space for people to think creatively. The Director must be able identify barriers to creativity and propose viable solutions.

**Agility** – Director must be able to adapt quickly to the changing landscape and priorities, foster agility in others, create processes and opportunities that encourage proactive and flexible practices across the ministry, inter-ministry and with external stakeholder. The Director must be able to anticipate, evaluate and proactively address organizational barriers to agility.

**Build Collaborative Environments** – Builds consultative and collaborative working relationships and partnerships in the ministry, across government and with stakeholder organizations to develop and advance coordinated policy options. The Director must promote sharing of expertise among wide-ranging teams to achieve ministry outcomes. Must bring the right people together, create conflict-resolving environment to high-level goals to motivate and guide other to achieve results.

**Develop Self and Others** – The Director must stay ahead of the curve and apply emerging approaches and or technologies. Must have an ability to create, support, and sustain a work environment that enables staff to achieve results and build skill capacities for the future.

Last Review / Update: Working title updated 2023-10-06

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# MJEP

## Benchmark Evaluation - M420-48

### Identification Section

<b>Working Title:</b>	Section Head, Water for Life
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Environmental Assurance Division
<b>Reports To:</b>	Director, Environmental Strategies
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-48
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### [Organization Chart](#)

(requires login)

### Job Summary

The Section Head of the Water Strategy Implementation Office leads the government-wide delivery and strategic planning, adjustment and evaluation to assure the achievement of the outcomes in Water for Life: Alberta's strategy for Sustainability. This is a government-wide commitment and a strategic priority of the Government of Alberta and the department. It must transform the water management paradigm in Alberta (of both water quality and quantity) through sustainable resource and environmental management, shared governance and outcome-focused policy.

The Section Head serves as a champion for the department to identify, communicate and lead priorities to improve watershed management. Leading teams across government, as well as federal and municipal government agencies, industry, NGO's, the public and communities, the position develops and advances initiatives that forward Water for Life Strategy goals, while ensuring they are coordinated with other water policy issues occurring in specific industry sectors, such as oil and gas, forestry, and agriculture, that are covered by other positions within the branch..

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The position is responsible for developing strategic partnerships, providing strategic advice and timely information to the Director, ADM, DM, Minister, other ministries, and external partners, and will manage the allocation of several hundred million dollars over the next three years.

## Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI+3 350	E4 43% 152	E3C 152	654

Short Profile: B

## Evaluation Rationale

### Know-How:

- F:** Position requires in-depth knowledge and understanding of water policy issues for both water quantity and quality, environmental management, government process and structure and all issues stemming from the Water For Life strategy. Extensive knowledge of project management techniques and approaches is also required. Position is responsible for ensuring budget is allocated appropriately across eight key ministries; terms of reference are set, and deliverables are met.
- I+:** The position is responsible for leading a team of professionals, however much of the role involves coordinating the interests of multi-stakeholder groups whose concerns surrounding Alberta's watersheds are highly diverse. The push on the I recognizes the position's need to integrate these diverse issues, ranging from water quantity and irrigation issues in the south to water quality issues due to oil and gas industry development in the north.
- 3:** Position is required to influence internal staff and external stakeholders during planning. Must be able to manage difficult and complex interpersonal relationships effectively; develop and maintain win/win relationships and partnerships between opposing stakeholder groups (such as industry and environmental protection groups); and build on existing relationships to help achieve the department's strategic plans. The ability to develop formal and informal relationships with a wide circle of people beyond those involved in current activities is essential.

### Problem Solving:

Although the Water for Life strategy is a new, collaborative approach to water resources management, the position works within the Sustainable Resources and Environmental Management Framework and there are a number of water policy positions within the division who are information and support resources (therefore the 50% rating is not appropriate). The position's focus is to analyze and deal with a complex, ongoing, environmental issue that is provincial in scope, and therefore the 43% rating is appropriate.

### Accountability:

**E:** This position is responsible for ensuring the delivery of the "Water for Life: Alberta's Strategy for Sustainability" and consults with other water policy positions within the branch to coordinate a consistent approach across the province.

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**3:** Water for Life is a province and government-wide commitment and a strategic priority of the GOA and the ministry. Results affect the work of other ministries as well as all Albertans.

**C:** This position contributes towards the implementation of the Water for Life strategy across Alberta.

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Last Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M420-48

### Identification Section

<b>Working Title:</b>	Section Head, Water for Life
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Environmental Policy Branch, Environmental Assurance Division
<b>Reports To:</b>	Director, Environmental Strategies
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Section Head of the Water Strategy Implementation Office leads the government-wide delivery and strategic planning, adjustment and evaluation to assure the achievement of the outcomes in *Water for Life: Alberta's Strategy for Sustainability*. The position is literally responsible for directing several hundred million dollars over the next 3 years. This is a government-wide commitment and a strategic priority of the Government of Alberta and the department. It must transform the water management paradigm in Alberta through sustainable resource and environmental management, shared governance and outcome-focused policy.

The Section Head serves as a champion for the department to identify, communicate and lead priorities to improve watershed management. The position leads teams across government, as well as federal and municipal government agencies, industry, NGOs, the public and communities to develop and advance initiatives that forward Water Strategy goals. The position develops strategic partnerships, and facilitates alignment of activities of many parties. The position provides strategic advice and timely information to the Director, ADM, DM, Minister, other ministries, and external partners.

The Section Head must have strong relationships inside and outside of government and must provide strategic leadership in order to influence the activities of others.

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## Specific Accountabilities

(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)

### 1. Progress Toward and Achievement of Water for Life Goals.

Leading other departments and partners, the Section Head is responsible for results in successful achievement of the three main outcomes in *Water for Life* - safe secure drinking water supply; healthy aquatic ecosystems; and reliable, quality water supplies for a sustainable economy. Major activities include:

Investment in the three key directions - knowledge and research; partnerships; and water conservation.

Ensuring regional decisions, actions and programs are aligned to achieve water strategy outcomes.

Providing expert management support and leadership to the coordinators of the elements of the Water Strategy.

Ensuring cross-government short, medium and long-term commitments are planned and implemented.

Identifying key priorities in the strategy, and those emerging from new pressures, are identified, pursued and achieved.

Ensuring resources and funding across eight key ministries are integrated and coordinated; including a system to hold ministries to account is in place.

Reporting and communicating implementation progress - targeting a variety of audiences, including department staff, government staff, partners, industry, other stakeholders, technical and non-technical people, MLAs, etc.

### 2. Cross-Ministry Alignment and Effective Partnerships

The Section Head must ensure that implementation of *Water for Life* is delivered as a government-wide initiative. The position must foster effective alignment of government and external partner actions, programs and policies key to effective implementation progress. Major activities include:

As the lead ministry of the strategy, the Section Head must ensure that Alberta Environment meets or exceeds the expectations of other ministries in implementation of the strategy.

An effective cross-ministry steering committee must be in place to enable government-wide implementation and alignment to achieve water management goals.

Providing management, support and alignment of the Alberta Water Council, Watershed Planning and Advisory Councils, and Watershed Stewardship Groups in strategy implementation and policy development.

Ensuring team coordination is modeled and clear.

### 3. Integrated Policies

Development and implementation of outcome-based and place-based policies for watershed management. Major activities include:

Aligning the actions and coordinating the goals of Water for Life with existing and emerging programs and policies - within and outside of the department (e.g., Rural Development strategy, Mineable Oilsands Strategy, etc.).

Ensuring consistency and alignment with the Sustainable Resource and Environmental Management cross-ministry project office as required (e.g., coal bed methane, land use framework, etc.).

Developing frameworks to transition from activity-based approaches to place-based, shared responsibility, risk-based environmental policy.

#### 4. **Champion and Lead Major Water-Related Initiatives.**

The Section Head must be seen as a champion and leader on water-related issues. Major activities include:

Identifying departmental positions, and making strategic recommendations related to water management.

Identify and communicate priority projects for improved water management, including leading the development and implementation of plans and progress reports to achieve strategy goals.

Providing project management to projects of various size, scope and budget, and integrating projects of various scales into overall watershed management goals.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

### **Specific knowledge required:**

Thorough knowledge of water science and policy.

Thorough knowledge roles, responsibilities and relationships across GOA, other governments and industry.

Strategic thinking and relationship building.

Knowledge of Environmental Protection and Enhancement Act and the Water Act.

Knowledge of strategic planning and issues management, including the GOA policy development process.

Strong understanding of stakeholder issues on key water issues.

Ability to lead and manage a variety of internal and external processes, with a focus on advancing the department's priorities and strategic objectives.

Extensive knowledge of management principles, especially related to human resources, financial planning and communications.

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**Specific skills required:**

Management skills to analyze complex issues, identify options or courses of action to address these issues, set priorities and carry out the work efficiently.

Ability to lead a multi-disciplinary team (managers and senior professionals).

Strategic, organizational, project management and operational planning skills.

Ability to build relationships and to develop and maintain partnerships.

Well developed interpersonal and negotiation skills.

Leadership skills to motivate and direct a large multi-disciplinary group of managers and professionals.

Communication skills to express ideas clearly in both verbal and written modes.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Effectively communicate Alberta's water strategy and translate the vision of cross-ministry collaboration and success.

Understand how to implement integrated actions and measurement.

Adapt strategy to respond to broad-scale, long-term challenges and opportunities.

Provide direction and decisions manage complex and contentious issues.

Innovation and creativity required to find new ways of meeting partner needs.

Leadership to build confidence and credibility among governments, industry and communities and partners.

Modifying leadership approach to adapt to changing situations.

foresee future trends and work to develop strategies to meet future challenges.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

*Water for Life* is a new collaborative approach to water resources management, to be implemented using the Sustainable Resources and Environmental Management Framework. Because this represents a new governance model, problem solving will be a reality. This position will require advanced, including the understanding of the different tools and techniques available. Tools include: interest-based negotiation, consultation, collaboration and consensus-seeking processes. Problem solving will require strong relationships with senior staff with thirteen other provincial departments, and many other participants.

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Problem solving will require the development of strategies for utilizing multiple processes for advancing the government's objectives. The position must develop and lead a system to assure accountability for resources solve problems where partners do not want to coordinate or integrate actions.

Last Review / Update: 2016-03-11

# MJEP

## Benchmark Evaluation - M420-06

### Identification Section

<b>Working Title:</b>	Senior Manager, Industry Programs Standards
<b>Ministry:</b>	Advanced Education
<b>Division, Branch/Unit:</b>	Industry Programs and Standards
<b>Reports To:</b>	Director, Industry Programs and Standards
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-06
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Director, Industry Programs and Standards, the position works with industry representatives to develop and maintain industry standards for trades and occupations. It manages the activities of a group of technical and professional staff involved in course outline and examination development, research and design and development of new delivery initiatives for apprenticeship and occupational programs, international marketing and administration of inter-provincial programs.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
F-II3 350	E4 43% 152	E1P 152	654

Short Profile: B

### Evaluation Rationale

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**Know-How:**

- F-:** Requires broad knowledge of adult development theory, curriculum design and examination development, industry practices within Alberta and across the country, Apprenticeship and Industry Training Act and regulations, government and industry training needs and practices, public consultation strategies. Pull on the F because of the six specialist managers reporting to this position who require the in-depth knowledge of various industry trades and areas within Industry Programs and Standards.
- II:** Integrates the activities of six specialist managers and contract staff working on a variety of standards development initiatives.
- 3:** Interacts with 25 trade groups, 4-6 occupational groupings, and international, cross provincial and local committees to ensure that services to apprentices, employers, institutions, and other governments are meeting apprenticeship and industry training goals and needs.

**Problem Solving:**

Position is assisted by federal and provincial regulations such as the Apprenticeship and Industry Training Act, the department business plan, the terms and references of training programs and stakeholder consultation. It faces the challenge of managing the needs of industry with the needs of Federal standards as well as the department to reach win-win situations for all stakeholders concerned. Position faces situations requiring creative thinking when there are changes in demographics, technology, government restraints, or when industry creates new apprentice designations requiring major shifts in how employees are trained and the resources required to implement changes.

**Accountability:**

- E:** Role has independent management of day to day activities. Changes that require policy amendments are handled at a more senior level.
- 1:** Position impacts the ability of journeymen in Alberta's trades industries to compete globally.
- P:** Primary impact in delivering the standards used by provincial trade industries.

**Last Reviewed:**

Last Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M420-06

### Identification Section

<b>Working Title:</b>	Senior Manager, Designated Trades and Occupations
<b>Ministry:</b>	Advanced Education
<b>Division, Branch/Unit:</b>	Industry Programs and Standards
<b>Reports To:</b>	Director, Industry Programs and Standards
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Industry Programs and Standards Branch's primary function is working with industry representatives to develop and maintain provincial industry standards for trades and occupations. The branch is involved extensively in course outline and examination development; and in research, design and development of new initiatives for the delivery of apprenticeship and occupational programs. The branch also provides services related to international marketing and the administration of interprovincial programs.

Under the general direction of the Director, Industry Programs and Standards, the Senior Manager, Designated Trades and Occupations manages, administers and coordinates the activities of a group of technical/professional specialist managers and administrative staff performing various functions of the branch.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

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Training requirements of apprentices as requested by industry are met through the development and revision of curriculum outlines, examinations, record books, trade regulation and guidelines for accrediting pre-employment, technology and technician programs.

Programs are relevant and current with industry's needs. Programs produce highly skilled and adaptable employees.

High school students are provided with the opportunity to experience and develop skills in a trade and to view the trades as a viable career option.

Provincial Apprenticeship Committees with responsibility to maintain the currency of trade training programs with respect to technological changes are provided with administrative and professional secretariat support by program development staff in the branch. This includes managing and coordinating the schedules, preparation of agenda items, preparation of minutes, and any required follow up work.

Strategies are implemented that strengthen the relationships between local and provincial committees and the Apprenticeship and Industry Training Board resulting in better communications between all stakeholders.

The Alberta Apprenticeship and Industry Training Board is supported and provided with appropriate advice as required with respect to apprenticeship and industry training delivery issues.

The division is visible and has a set of clear directions and priorities to achieve its mandate.

Sound interprovincial policy results from involvement in the Interprovincial Standards Examination Committee.

Alberta is able to take a leadership role in strengthening the Red Seal program and enhancing mobility for trades people.

Trades training provided across the province is delivered in a consistent manner and to established standards.

The delivery of pre-employment trade related programs is assessed and accredited to a set standard.

The work of the professional and administrative staff in the area is managed and coordinated within established administrative procedures and in a timely manner.

The industry network committee of the Apprenticeship and Industry Training Board receives the support required to ensure a smooth transition of nominees.

Program services are delivered in a cost effective and efficient manner within the constraints of the branch's budget.

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Special research projects and surveys ensure that the branch stays current with changing technology and industry needs and continues to provide timely and relevant training programs.

A commitment exists to the ongoing evaluation and continuous improvement of the performance and standards of apprenticeship programs.

Information is shared with related provincial government departments and the federal government to maintain a high standard of apprenticeship and related training across the country.

Executive management is provided with sound briefings and solid recommendations on a variety of issues.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Extensive knowledge of industry practices both within Alberta and across the country.

Knowledge of adult development theory.

Extensive training and knowledge of curriculum design and examination development.

Knowledge of the Apprenticeship and Industry Training Act and Regulations.

Knowledge of provincial and interprovincial apprenticeship systems.

Knowledge of computer systems.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

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Leadership skills - ability to motivate and manage managerial, professional/technical and administrative staff in a manner that promotes team effort, self reliance, competence, reliability and confidence.

Conflict resolution skills - ability to gain positive outcomes from dedicated individuals and groups with very diverse and often conflicting positions.

Excellent communication skills both verbal and written - good presentation skills.

Excellent meeting/facilitation skills - to lead staff and other groups.

Planning and organization skills- staff work with 25 different trade groups and approximately 4 - 6 occupational groups.

Contract management skills - ability to coordinate and manage the work of outside contractors.

Human resource management skills to develop, train and organize area activities.

Ability and skills in planning, budget, administrative and policy development.

Problem solving skills - ability to solve ongoing operational and management problems quickly and efficiently.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The position is assisted by federal and provincial regulations such as the Apprenticeship and Industry Training Act, the department business plan, division and branch operations plans, the Canadian Council of Apprenticeship Directors terms of reference, the Apprenticeship and Industry Training Reference Manual, terms of reference of the Interprovincial Standards (Red Seal) Program, HRSDC and their training legislation, the division's encyclopedia, as well as stakeholder consultation. It faces the challenge of managing the needs of industry with the needs of Federal standards as well as the department to reach win-win situations for all stakeholders concerned within government's restraints: e.g.. Balance labour and management, different sectors of the industry, different demands pulling in different directions, e.g.. Working on the Interprovincial Standards Examination Committee with other jurisdictions to reach common goals when every participant has their own special concerns and direction from their government can be a challenge.

Problems may occur because of:

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Industry's requirements for a flexible system;  
 Trade crafting or new designations requiring major shifts in how industry trains employees;  
 Resource requirements to implement and for ongoing offerings; and  
 Federal creep into provincial jurisdiction.

The position faces situations requiring creative thinking when there are changes in demographics, technology, government restraints, or when industry creates new apprentice designations requiring major shifts in how employees are trained and the resources required to implement changes.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Branch staff	Ongoing.	Managing and coaching.
Executive Director	Ongoing.	To establish priorities, identify and address issues and resolve problems.
Client Services staff	Ongoing.	To ensure that services to apprentices, employers, institutions and other governments are meeting apprenticeship and industry training goals.
Divisional and Branch Management Team	Ongoing.	To contribute to the planning and determining of divisional and branch goals and directions, and to the development of the department's Business Plan and Annual Report.
Executive Director's Committee on authorizations to work	Ongoing.	Investigate and report.
<b>External</b>		

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Other provincial apprenticeship jurisdictions	Ongoing.	To deal with such matters as national occupational analyses, interprovincial examinations for Red Seal trades and other issues relating to apprenticeship training.
Industry representatives	Ongoing.	To deal with apprenticeship issues such as course outlines, apprentice wage rates, examination development and providing general information regarding Alberta's apprenticeship program.
Provincial Training institutions	Ongoing.	To identify and resolve issues and to plan and direct apprenticeship activities, programs and examinations.
Provincial Apprenticeship Committees and Occupational Training Committees	Ongoing.	To provide advice, support and consultation.
Alberta Apprenticeship and Industry Training Board	Ongoing.	To advise, consult and provide information.
System stakeholders	Ongoing.	To ensure system is responsive to Alberta's needs.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

Ongoing responsibilities and day to day management of the area are done independently and the senior manager is responsible and accountable. Changes that require legislative amendments or major policy amendments are handled at a higher level. Where a change to one trade may possibly impact another, recommendations are made and put forward to the Apprenticeship and Industry Training Board for consideration.

Apprenticeship training programs enhance the ability of Alberta's industry to compete in the global marketplace. This position impacts the ability of journeymen in Alberta's trades industries to compete globally.

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The position has primary impact in delivering the standards used by provincial trade industries.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M420-05

### Identification Section

<b>Working Title:</b>	Manager, Family Support for Children with Disabilities
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Family Support for Children with Disabilities
<b>Reports To:</b>	Director, Family Support for Children with Disabilities
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-05
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Director, Family Support for Children with Disabilities (FSCD), the position analyzes children's disability issues and trends and provides expert, specialized advice to various stakeholders in the delivery system and to the Ministry and partners. The position works closely with regional CEOs and staff in promoting practices in the field to enhance service quality and good outcomes for children, ensuring that the new legislation (the FSCD Act) and a family centered service delivery model are implemented.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI+3 350	E4 43% 152	E3C 152	654

Short Profile: B

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Classification: Public



## Evaluation Rationale

### Know-How:

- F:** Requires expert knowledge of children's disabilities issues, best practices, programs and community resources, and recent research on child development and family dynamics. The F rating acknowledges that this position is a specialist manager in that it is a stand-alone role and interacts on an advisory basis with senior managers.
- I+:** The push on the I is to recognize the position's ability to pull together teams from partners and stakeholders to work on projects. It must integrate the work of these teams with line input from the CFSAs.
- 3:** The position interacts with a variety of stakeholders including CFSAs, federal government departments, and First Nations agencies to seek out new trends, knowledge, and best practices. The position must also work jointly with various partnering ministries such as Health and Wellness, Education, and HR&E, as well as community programs and agencies to resolve issues.

### Problem Solving:

Problems must be solved in a rapidly changing environment. This position interprets the new FSCD legislation that has brought change to the entire service delivery model and refines issues on an ongoing basis. There has been a significant change in how service to families with disabled children is delivered, due to the new FSCD legislation, and the position must therefore determine new funding qualifiers for families, communication plans to stakeholders, training programs for staff, and manage the program. The position is assisted by Community Board CEOs and the Director, FSCD.

### Accountability:

- E:** The Manager coordinates projects and assignments under terms of reference set by Senior Management or the Director, FSCD. It is responsible for working with partners, both internal and external, to complete projects within broad business plan goals and budget resources.
- 3:** A large component of the position's role is influencing the ten authorities. It impacts service delivery of family support programs that is provincial in scope.
- C:** This position impacts service delivery of family support programs.

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### Last Reviewed:

Last Review / Update: 2015-04-13

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# MJEP Benchmark Job Description - M420-05

## Identification Section

<b>Working Title:</b>	Manager, Family Support for Children with Disabilities
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Family Support for Children with Disabilities
<b>Reports To:</b>	Director, Family Support for Children with Disabilities
<b>Levels to D.M.:</b>	3

## Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Director, Family Support for Children with Disabilities, the Manager will provide expert specialized advise, consultation and support to the delivery system, the Ministry of Children's Services, other Ministry partners and various stakeholders. This position analyzes children's disability issues and trends as well as identifies and shares best practices from Alberta and other jurisdictions to help communities achieve quality services. The Manager works closely with CEOs and Family Support for Children with Disabilities regional staff in promoting practices in the field that enhance service quality and good outcomes for children ensuring that the new Family Support for Children with Disabilities legislation is implemented and that the new service delivery model honours a family centred approach.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

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Provide leadership and support on the planning, development and implementation of the Family Support for the Children's with Disabilities Act, Regulations, and Policies.

Provide specialized expert advice, consultation and support to the Director of Family Support for Children with Disabilities, the Ministry of Children's Services, other ministry divisions, and various stakeholders.

Provide leadership, direction and consultation to ensure best practices and supporting policy and procedures are available to ensure provision of appropriate quality services for children with disabilities and their families.

Provide provincial level expertise about Family Support for Children with Disabilities delivery and funding issues by coordinating issues, briefings and background materials for the Director of Family Support for Children with Disabilities, Assistant Deputy Minister, Deputy Minister and Minister.

Support and provide consultation to the CFSAs in the design, implementation and delivery of Family Support for Children with Disabilities services that meets the need of the family, children and the CFSA.

Maintain and distribute information to the CFSAs and various stakeholders to ensure current best practices processes are being supported.

Support integrated and coordinated service delivery for children with disabilities and their families by working collaboratively with ACYS partnering ministries and community resources.

Review and analyse current trends and innovations in global best practices and provide information and advise to Ministry, CFSAs and community stakeholders.

Provide disability expertise on emerging trends, issues, treatment, modalities and programming for children with disabilities.

Direct professional staff in development and implementation of practices, policies and procedures.

Provide program expertise and support to external stakeholders such as Provincial Stakeholder Advisory Committee and Provincial Parent Advisory Committee.

Provide leadership and direction in the planning, development and implementation of training for the FSCD legislation for staff.

Lead monthly meetings with the Regional FSCD Managers to identify policy, program or service delivery issues.

Provide leadership and expert advice to ensure that all systems, forms, documents and program information meet the needs of stakeholders.

Assist in the development and implementation of Family Support for Children with Disabilities operational plan based on the Ministry Business Plan and provide program expertise to the Business Planning Annual Report and Performance Management processes.

Develop strong partnerships, through consultation, facilitation and coordination by gathering input from stakeholders, within and outside the Ministry, on key trends, issues, gaps in services, and priorities that support the healthy development of children.

Assist with representation for the Ministry in the FSCD program at both local and national disability forums or presentations.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

### Content Know-How

What kinds of specific knowledge and skills are required for the job and how do you use them to perform your job?

Related degree and at least 5 years experience in the human services area with increasing levels of responsibility.

Knowledge and experience in strategic planning, legislative and policy development.

In depth knowledge of issues, practices and management of Family Support for Children with Disabilities and the impact on children and families.

Extensive knowledge of services to children with disabilities, family dynamics and an understanding of the sensitive situations families deal with.

Extensive knowledge and ongoing research of current information on various disabling conditions, complex health conditions and child development.

Knowledge of the Child Youth and Family Enhancement Act, Child Care Act, School Act, Health Act.

Family Support for Children with Disabilities legislation and Policy and Procedures manual.

Extensive knowledge of existing programs in the various Ministries and community resources available.

Extensive knowledge of best practices, research and delivery for Family Support for Children with Disabilities.

In-depth knowledge of legislation, policy, programs and Ministry of Children's Services Business Plan.

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Extensive knowledge of conflict resolution mechanisms and the appeal process for the Family Support for Children with Disabilities.

Knowledge of the Ministry's information system (e.g. FSCDIS) and other avenues of data collection on which to base an effective system for monitoring and quality assurance.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

### Leadership and Business Know-How

Describe the level of coordination, organization and leadership required to produce results expected of the job. Provide typical examples to illustrate this:

High degree of problem solving, relationship building and creative writing, combined with strong analytical skills to define complex problems, develop new directions, recommend policy changes and ensure Best Practices linked to long term goals and strategies.

Team building skills to motivate and coordinate activities of internal and external partnerships to achieve goals and objectives and ensure effective partnerships and linkages.

Effective leadership skills and organizational skills.

Experience that includes the management of projects, working with cross-functional teams, building linkages with diverse stakeholders, program development and implementation.

Ability to manage diverse, complex and sensitive assignments. Example included:

Working with cases where families are requesting various 'alternative therapies' although no scientific data supports the validity of the treatment.

Ability to consult, coordinate, problem-solve and synthesize in a work climate of rapid change and independence with conceptual and analytical focus. Examples included:

Researching, analyzing data, and providing recommendations around best practices for such requested 'alternative therapies'.

Ability to research and manage various projects.

Ability to work independently.

Ability to deal effectively with a wide variety of professionals, community sectors, groups and individuals.

Excellent ability to lead as well as be a team member.

Ability to understand, anticipate and be responsive to the needs/expectations of internal and external clients.

Strong verbal and written communication skills.

Strong public speaking and facilitator skills.

Highly developed interpersonal skills to work with a variety of groups and individuals.

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## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Overall problem solving is the amount and nature of the thinking required in the job in the form of analyzing, reasoning, evaluation, creating, using judgement, forming hypotheses, drawing inferences and arriving at conclusion. Provide examples of difficult or challenging situations your job is typically expected to handle. What resources are available (i.e. legislation, policy, precedents)?

Due to political sensitivity of topics (many different needs and views) and strong articulate advocacy groups in the community, problem solving on most aspects of this position are challenging/difficult.

Ongoing contact with CEOs to assess the availability of consistent services across the province through a highly decentralized delivery system.

The position makes recommendations through the Director of Family Support for Children with Disabilities after extensive research/consultation.

Determination and recommendation of best practices in the service area through extensive research and consultation through a variety of resources that are rapidly changing and very specialized (e.g. diagnosis, treatment, various interventions, etc.) e.g. Strong knowledge of Autism Spectrum Disorder and various interventions and programming supports.

Addressing requests for policies and procedures regarding requests for services not available through the current Family Support

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
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Internal		
CFSAs CEOs and Family Support for Children with Disabilities Program Managers and staff	Weekly.	Discuss issues, solve problems, provide and obtain/exchange information, experiences, and identify potential trends.
Department staff at all levels	Daily.	Resolve issues/problems, conduct research, provide briefings, information, and advise Senior Management, etc.
Senior staff of partnering ministries such as Health and Wellness, Alberta Education, Human Resources and Employment, Seniors and Community Supports and various community programs and agencies	Weekly.	Resolve issues/problems and manage joint projects.
External		
Regular contact with federal government departments (INAC, Health Canada) and delegated First Nations agencies		Service and coverage for First Nation children with disabilities.
Provincial Stakeholder Advisory Committee and Provincial Parent Advisory Committee appointed by the Minister		Share information, obtain feedback in the implementation of the Family Support for Children with Disabilities act and policy and procedures.
Families referred by Minister, Deputy Minister, Assistant Deputy Minister and Director		Resolve issues in conjunction with CEOs.
Frequent contact with a wide variety of individuals, departments and client groups outside of government.		Gather and exchange information, seek out new trends, knowledge and best practices and provide expert advice on regular basis

## Impact and Magnitude of Job (Scope)

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**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

Accountability is related to the opportunity a job has to bring about some results and the importance of those results to the organization. Closely tied is the degree to which the person in the job must answer for (is accountable for) the results.

Accountability consists of freedom to act, impact and magnitude.

Describe your personal freedom to act and the degree to which your job is controlled:

Manage projects and assignments under terms of reference set by Senior Management or the Director of Family Support for Children with Disabilities, freedom to contact, meet and work with partners and internal and external stakeholders to complete projects or to get information required to do the same. Manage timelines under targets and deadlines set by the Director, Senior Management or the Minister.

Identify those areas where you are governed by broad managerial direction and policies:

Overall Ministry priorities, business plan and approved budget.

Identify those, which are subject to specific policies, guidelines or managerial direction:

Terms of reference for specific projects, deadlines imposed by senior management or the Director of Family Support for Children with Disabilities.

Family Support for Children with Disabilities Act, regulations and Policy and Procedures Manual.

Who and how are stakeholders affected by recommendations/decisions and action taken?

A wide variety of stakeholders within and outside the Ministry and government (Standards, Performance Measurement, Finance, the CFSAs, other ministries, community agencies, and parents) are affected by recommendations.

Last Review / Update: 2015-04-13

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# MJEP

## Benchmark Evaluation - M420-04

### Identification Section

<b>Working Title:</b>	Director, International Logistics
<b>Ministry:</b>	Treasury Board and Finance
<b>Division, Branch/Unit:</b>	Tourism and Industry, Industry Development
<b>Reports To:</b>	Executive Director, Industry Development
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-04
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Executive Director, Industry Development, the position ensures that a cost competitive and efficient logistics and transportation infrastructure is available to producers, manufacturers, and exporters in Alberta. The position also promotes and develops rail, marine, port, and air cargo services for the benefit of Alberta shippers. Alberta companies benefit from this position as it provides them with efficient movement of manufactured goods in a cost-competitive manner to a global marketplace. Additionally, this position promotes growth, diversification, business development, and investment in the Alberta Coal Mining Industry.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI+3 350	E4 43% 152	E1P 152	654

Short Profile: B

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## Evaluation Rationale

### **Know-How:**

Requires expertise in all areas of logistics and transportation for Alberta and surrounding provinces. An in-depth knowledge of all modes of transportation (such as marine, air, rail, trucking, pipeline, and intermodal) is essential as they apply to the movement of cargo and commodities within North America and the global marketplace. Significant knowledge of port and terminal operations, labour practices and legislation, cost structure and rates, and pricing strategies is also required. The position must have a comprehensive understanding of the coal industry, including structure, markets, key players, pricing, and competitive position in the global marketplace.

Integrates industry and government interests in the development and planning of logistics initiatives and projects, and the push on the I is due to the additional coordination of coal industry programs.

The position maintains relationships and builds effective partnerships to promote economic growth with Alberta manufacturers, producers, exporters, port authorities and port terminal operators, industry associations such as the Canadian Chemical Producers Association and the Coal Association of Canada, marine shipping companies, airlines, and other economic development agencies in Alberta.

### **Problem Solving:**

The Director initiates and develops innovative solutions to logistical issues. It must create effective ways to gather and disseminate domestic and international business information and industrial intelligence, analyze and evaluate client or service provider situations, and find innovative ways to identify and develop industry capabilities and opportunities, which in turn stimulates industry growth.

### **Accountability:**

The director is accountable for providing recommendations on the appropriate role for the government and department on logistical issues. Final recommendations are made through the Executive Director.

This position affects a small group of AED employees within the branch and a narrow business sector of Alberta (the transportation and logistics industry).

Role has controlling influence over the branch's programs and strategies.

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### **Last Reviewed:**

Last Review / Update: 2016-03-11

# MJEP Benchmark

## Job Description - M420-04

### Identification Section

<b>Working Title:</b>	Director, International Logistics
<b>Ministry:</b>	Treasury Board and Finance
<b>Division, Branch/Unit:</b>	Tourism and Industry, Industry Development
<b>Reports To:</b>	Executive Director, Industry Development
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Manage, provide leadership and direction, and to facilitate and promote growth, industry development, diversification, competitiveness, business attraction and investment by ensuring that cost competitive and efficient Logistics and Transportation services are available to Alberta producers, manufacturers, and exporters. Additional responsibilities include the promotion and development of port and terminal services, marine services, rail and intermodal services, and air cargo services for the benefit of Alberta shippers. Maintain a close relationship with ports, terminals, producers, manufacturers, exporters, shippers, carriers, governments and other related agencies involved in international logistics and transportation. Provides advice to senior management regarding logistics and transportation related issues, policy and legislation.

Facilitate and promote industry development, growth, diversification, business attraction and investment in the Alberta Coal Mining Industry. Co-ordinate and facilitate, government and industry interests in the development and planning of initiatives and projects. Provides advice to senior management on major issues, policy and legislation.

The job requires that the incumbent work closely with private sector companies, stakeholders and various levels of government and their agencies, to improve industry competitiveness, to promote industry development, and to identify and disseminate strategic intelligence for the benefit of Alberta industry and the economy.

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Reporting directly to the Executive Director, the incumbent will act as Alberta Economic Development's specialist and key contact on all matters related to Logistics and Transportation, and to the Alberta Coal Mining Industry.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

For the desired outcomes of increased growth, competitiveness, diversification, business attraction and investment in Alberta's manufacturing and producing export industries, the Director will:

1. In conjunction with industry and stakeholders promote growth, industry development, diversification, competitiveness, business attraction and investment, by ensuring that cost competitive and efficient Logistics and Transportation services are available to Alberta producers, manufacturers, and exporters.
2. Provide direction and assistance to Alberta companies to expedite the cost competitive and efficient movement of manufactured goods, products and resource commodities to the global marketplace. Encourage the development of partnerships between industry and service providers.
3. Initiate and manage Transportation and Logistics studies that will enhance and promote industry development, business attraction and investment in Alberta.
4. Provide guidance and advice to senior management regarding logistics and transportation related issues, policy and legislation.
5. Promote growth, diversification, business development and investment in the Alberta Coal Mining Industry. Co-ordinate government and industry interests in the development and planning of initiatives and projects. Provide advice to senior management on major issues, policy and legislation related to the Alberta Coal Industry.
6. Identify and disseminate strategic business intelligence, with regard to Transportation and Logistics, and the Coal Industry, for the benefit of Alberta industry and the economy.

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## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

### **Logistics and Transportation:**

A combination of education, professional qualifications and senior business management experience is essential for this position. The incumbent should have 15-20 years senior logistics management operational experience in a private sector organization(s), together with a professional qualification in, Institute of Logistics and Transportation, Chartered Institute of Transport, C.I.T.T. or equivalent.

An in depth knowledge of all modes of transportation is essential i.e., marine, rail, air, trucking, pipeline and intermodal, as they apply to the movement of cargo and commodities within North America and the global marketplace. A good knowledge and comprehensive understanding of port and terminal operations, labour practices and legislation, cost structure and rates at West Coast ports is essential.

Technical knowledge and expertise in the movement and handling of bulk cargoes i.e., liquid petrochemicals, sulphur, and coal, by rail and marine modes to the global marketplace is essential.

Technical knowledge and expertise in the movement and handling of containerized cargo i.e., petrochemical solids, manufactured goods, chemicals, liquids, reefer traffic etc., by truck, rail and marine modes to the global marketplace is essential. Knowledge of costs, rates, containers and equipment, routing, and pricing strategy from competitive origins i.e., U.S. Gulf Coast.

Knowledge and expertise in the movement and handling of project cargo, oversize and heavy lift cargo is desirable.. Knowledge and expertise in the movement and handling of air cargo to the global marketplace is desirable.. Technical knowledge and expertise in the movement and handling of petrochemical liquids by pipeline(s) is desirable.

Working knowledge and comprehensive understanding of federal legislation, as it is applied to Canadian ports, railroads, the movement and safe handling of cargo, and the labour/management bargaining process i.e., Canada Transportation Act, Canada Marine Act, IMDG Code, Canada Labor Code etc.

Ability to operate at C.E.O./Corporate level with private sector clients, and to develop partnerships and networks at a senior level. High degree of integrity.

Experience in business management and strategic planning.. Analytical and creative thinking to arrive at innovative solutions.. Good report writing skills.. Good analytical financial skills.

Computer skills. Knowledge of Word, Lotus Notes, Powerpoint 97, Internet etc., and/or ability to upgrade.

The knowledge and skills will be used to manage, provide leadership and direction, facilitate and promote growth, industry development, diversification, competitiveness, business attraction and investment, by ensuring that cost competitive and efficient Logistics and Transportation services are available to Alberta producers, manufacturers, and exporters.

### **Alberta Coal Industry:**

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Working knowledge and comprehensive understanding of the Alberta Coal Industry, the ownership, structure, key players, markets, trends, pricing and competitive position in the global marketplace.

Knowledge and understanding of the business practices employed by the coal industry, leading edge technologies that are applicable, and how the Alberta Coal Industry relates to other industries.

Understanding of business development proposals and projects, the legislative process Le., environmental, licensing and permitting, business planning and financial viability.. Superior communications and interpersonal skills enabling ongoing and effective contact with senior executives in the industry.

Analytical thinking, also creative thinking to arrive at innovative solutions.

Team leadership and team participation skills.

Ability to develop working relationships, and to operate at C.E.O. Corporate level with private sector clients.

Ability to develop partnerships and networks at a senior level.

Good analytical financial skills.

Good report writing skills.

Know how will be used to facilitate and promote industry development, growth, diversification, business attraction and investment in the Alberta Coal Mining Industry. Also to facilitate and coordinate, government and industry interests in the development and planning of initiatives and projects.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Credibility with industry, clients, service providers and business colleagues.

Demonstrated ability to gain the respect, trust, and confidence of clients and industry. The incumbent will promote and assist logistics and transportation service providers, and industry, to increase their cost competitiveness and effectiveness in the global marketplace, and to further economic development and growth in Alberta.

Demonstrated track record in leading a variety of project teams to successful achievement of objectives i.e., industry studies, industry development, perceptive identification and development of opportunities and working with industry to create winning proponents and partnerships, development of recommended government response to industry and private sector issues.

Ability to coordinate, organize and lead a functionally and characteristically diverse group i.e., industry, private sector and association input into government, also to take an advocacy role on behalf of industry.

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The job requires a combination of a broad range of business knowledge and experience in the Logistics and Transportation, and Coal Industries, together with significant technical experience in this professional area to generate innovative solutions to complex business or technical issues.

Initiate, organize, lead or participate in industry studies; and project manage studies that impact on industry or provincial growth.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The Director is required to initiate and develop new and innovative solutions to complex issues, utilizing his professional and technical skills, and industry experience. These qualities are essential in a highly competitive global marketplace, frequently in the absence of any legislation, policy, or regulations.

The Director is responsible for:

- Creating effective ways to gather and disseminate domestic and international business information and industrial intelligence.
- Analysis and evaluation of client and/or service provider situations, that requires sound judgement, technical knowledge, diplomacy, integrity, reasoning and negotiating skills to achieve demanding, but acceptable objectives.
- Finding innovative and creative ways to identify, evaluate and develop industry capabilities and opportunities, and to stimulate industry development and growth in the context of limited resources.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Sector Teams, Directors in Alberta Economic Development, and our clients	As required.	Coordination and cooperation is essential because of the major impact that

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<p>in the industry. Other divisions in cross-Divisional Teams.</p>		<p>transportation and logistics costs can have on the total landed cost of Alberta products in the global market place</p>
<p><b>External</b></p>		
<p>Alberta companies, partnerships, industry and service providers</p>	<p>As required.</p>	<p>Recommendations and actions taken by the Director will influence to expedite the cost competitive and efficient movement of manufactured goods, products and resource commodities to the global marketplace.</p> <p>Promote the development of partnerships between industry and service providers.</p> <p>The overall competitiveness will also be affected by the actions and decisions of the Director with respect to the removal of impediments, and the development of supportive Policies.</p>

### Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The Director is responsible for providing recommendations on the appropriate role for the government and department, with respect to company, industry and economic development issues.

The Director has a great deal of freedom to act, initiate projects, make decisions, and recommendations, also to monitor and evaluate results.

In situations involving financial or budget commitments, the Director makes recommendations to the Executive Director.

Identify those areas where you are governed by broad managerial direction and policies.

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The development of personal workplans, contribution to operational plans, projects, unit branch plans. Project budgets are governed by broad managerial direction.

The duties of the position are integral to the overall mandate of the Department and the Departmental Business Plan.

Identify those which are subject to specific policies, guidelines, or managerial direction.

Departmental policies govern items such as travel authorities, expense reimbursement, hosting, consulting contracts etc.

Who and how are stakeholders affected by recommendations/decisions and action taken?

Recommendations and actions taken by the Director will influence Alberta companies to expedite the cost competitive and efficient movement of manufactured goods, products and resource commodities to the global marketplace. Promote the development of partnerships between industry and service providers. The overall competitiveness will also be affected by the actions and decisions of the Director with respect to the removal of impediments, and the development of supportive policies.

Other Divisions may be impacted by the involvement of the Director in cross-Divisional teams.

Coordination and cooperation with sector teams, directors in Alberta Economic Development and our clients in industry is essential, because of the major impact that transportation and logistics costs can have on the total landed cost of Alberta products in the global marketplace.

Any savings realized by a company as a result of increased efficiency and lower costs would flow directly through the financial statement to the bottom line. Improved transportation and logistics systems directly upgrade a company's supply chain cost performance and efficiency.

Financial skill - Medium

Knowledge of Transportation and Labor legislation - High.

Computer skills - Medium

*What percentage of your job does this information cover?*

80%. The balance is variable but covers administration, policy and planning.

This job requires developing and maintaining a high degree of trust with senior executives in the private sector.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M420-02

### Identification Section

<b>Working Title:</b>	Section Head, Strategic Business Planning
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Strategic Directions
<b>Reports To:</b>	Director, Planning and Performance
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-02
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

Reporting to the Director, Planning and Performance, the position manages the development and implementation of the ministry's strategic business planning, reporting and performance measurement. This position assists the department's branches and regions to develop co-ordinated operational plans that support the strategic and business plans, and ensures that goals and strategies are achievable, aligned with budget, and consistent with ministry's strategic direction.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FII-3 350	E4 43% 152	E3C 152	654

Short Profile: B

### Evaluation Rationale

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**Know-How:**

**F:** Requires extensive knowledge of strategic business planning and policy development, plus in-depth knowledge of government structure, operations, and decision-making processes. Position must also understand the business of the ministry, that is, key initiatives, programs, and goals. Manages input from a wide range of internal and external sources, production is highly time-bound.

**II-:** The position works with the line areas as an internal consultant, managing input from a wide range of programs to integrate these areas and develop cohesive and unified goals and plans. Strong leadership and management abilities are required to influence areas in the setting of visions, goals, and achieving quality and timely results. The position is involved in one program area (business planning) and does not need to integrate all aspects of planning and performance.

**3:** Position must establish and develop relationships with employees throughout the department and engage others it does not necessarily supervise to provide strategic direction in the form of business plans for the ministry. It must collaborate with various contacts and be flexible in adapting to widely divergent situations found throughout the ministries.

**Problem Solving:**

Position develops strategies using multiple processes for advancing the department's objectives in response to emerging issues and trends from a dynamic external environment. Position faces the challenge of reconciling input and direction from a wide range of internal and external sources.

Problem solving is innovative and strategic. It is assisted by the Ministry's and Government's strategic plans and planning standards, objectives and policy frameworks.

**Accountability:**

**E:** Position is accountable for ensuring the Ministry has a well-developed, comprehensive strategic plan and business plan that effectively incorporates input from all levels of the organization.

**3:** Actions impact the development of a business plan that incorporates all levels of organization in a large ministry and satisfies a broad range of client interests.

**C:** Position contributes towards ministry staff ability to deliver programs and achieve desired outcomes by developing and coordinating each branch and region's objectives and goals into a cohesive business plan for the ministry.

**Last Reviewed:**

Last Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M420-02

### Identification Section

<b>Working Title:</b>	Section Head, Strategic Business Planning
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Strategic Directions
<b>Reports To:</b>	Director, Planning and Performance
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Section Head, Strategic Business Planning leads the development and implementation of the ministry's strategic business planning and reporting cycle that engages staff and stakeholders. A key responsibility is to help shape the ministry's strategic direction, and to proactively engage the Executive, staff and stakeholders to ensure that the strategic plan and business plan clearly communicates this strategic direction, is understood and supported, and the goals and strategies contained in these plans are achievable, aligned with the budget, and consistent with the ministry's strategic direction. The Section Head also assists branches and regions to develop co-ordinated operational plans that support the achievement of the strategic plan and business plan. During each fiscal year, the Section Head simultaneously manages the strategic business reporting cycles - for the current, previous and upcoming fiscal years and aligns each cycle with the Government of Alberta's planning cycle, and engages in longer and shorter term planning. The Section Head performs a key role in ensuring that the Executive is provided with the advice, information and support needed to provide direction and make informed decisions on the strategic plan and business plan. This position also co-ordinates the preparation of the ministry's annual performance plan and ensures that there is alignment with the business plan and operational plans. The Section Head leads the development and implementation of a Performance Measurement System that is aligned with, and supports effective management and evaluation of the ministry's strategic plan, business plan and operational plans. A key responsibility is to work with staff to develop and refine performance measures that are needed to measure business plan goals. The Section Head also assists branches and regions

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to develop and refine performance measures for their operational plans and programs. Many ministries and agencies have policies or deliver programs that contribute to environmental outcomes. The Section Head therefore works collaboratively with these ministries and agencies to achieve a co-ordinated approach to business planning for these outcomes including, developing, and incorporating consistent strategies and goals in business plans. The Section Head contributes to the development of environmental goals, strategies and performance measures contained in the Government of Alberta's Strategic Business Plan, and co-ordinates the ministry's quarterly and annual reporting on the plan. This position also contributes to the work of the Government's Business Planning Working Group to refine and achieve Ministry Business Plan Standards. The Section Head provides leadership and direction to a team of multi-disciplinary professional staff and contributes as a member of the Planning and Performance Branch Management Team, including its collective management of branch resources to address changing priorities.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Alberta Environment has a strategic business planning and reporting cycle that is aligned with the Government of Alberta's planning and reporting cycle.

Alberta Environment has a strategic plan that provides the Ministry's longer-term direction and is consistent with the government's strategic plan.

Alberta Environment has a 3-year business plan that drives achievement of environmental outcomes and meets Ministry Business Planning Standards.

The department's performance plan and operational plans are aligned with the business plan and strategic plan.

Alberta Environment has a Performance Measurement System consisting of a comprehensive suite of performance measures aligned with, and measuring achievement of the business plan, performance plan and operational plans, goals and objectives.

The Executive is provided with performance reports on the top tier performance measures to support informed decision - making and effective management of the strategic plan and business plan.

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The business plans of ministries that are jointly implementing environmental Programs and strategies with Alberta Environment include common strategies and performance measures.

Through department-wide processes and service to individual areas of the department, staff has an increased understanding of the Ministry Business Plan and how their activities contribute to the Ministry's Mission, Core Businesses, Goals and Priorities.

Quarterly and annual performance reports on the business plan and operational plans enable effective monitoring and informed decision-making on the business plan, performance plan and operational plans.

This position is accountable for ensuring that the ministry has a well developed and comprehensive Strategic Plan and Business Plan that has effectively incorporated input from all levels of the organization. There is a high expectation that results be achieved usually under short timeframe, results must satisfy a broad range of client interests. The position is responsible for advancing briefings and strategies to Executive Committee on a regular basis using systematic processes. The Section Head is accountable for developing strategies; leading the implementation of strategies as required: and reporting progress on these strategies against operational plans.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Detailed knowledge and experience in strategic business planning, performance measurement, performance reporting, policy development, and issues management.

In-depth knowledge of the structure, operation and decision-making processes of the department and government.

Ability to analyze complex issues, synthesize findings and identify actions and solutions.

Extensive experience in co-coordinating projects or programs, consultation process and working in teams.

Well-developed interpersonal and negotiation skills.

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The ability to be a strategic thinker, anticipate future issues and know how they could impact the department.

Capable of building effective working relations and managing multiple, complex projects under tight timelines.

Detailed understanding of the strategy and policy context of government and the department, and ability to take a corporate perspective -- having a strong awareness of the department's priorities and strategic objectives.

Effective oral and written communication skills.

Strong organizational and analytical skills.

Good knowledge of factors affecting improvement of results in the department.

Comprehensive knowledge of management principles, especially related to human resources, financial planning and communications.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Strong leadership and management ability; ability to lead teams, gain their commitment, set the vision and goals and achieve results - high quality and on time.

Strong interpersonal relations ability; ability to make and maintain relationships; to support and motivate staff.

Ability to effectively communicate and translate the big-picture role, policy and vision of departmental and government direction for staff.

Ability to analyze issues, identify solutions, make decisions and develop processes to implement solutions.

This position must combine facilitation skills with the ability to develop and communicate a broader approach with respect to the Ministry Strategic and Business Plans and related matters. This position will need to enlist the support of others throughout the department; understand their perspectives and incorporate their suggestions; while at the same time communicating a more comprehensive vision of the Ministry's Strategic Plan.

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Ability to design new solutions, engage in collaborative activities and build consensus.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

This position will require advanced skills related to problem solving, including the understanding of the different tools and techniques available. Problem solving will require the development of strategies for utilizing multiple processes for advancing the department's objectives in response to emerging issues and trends and dynamic external environment. In solving problems, this position will require a strong awareness of the broad objectives and priorities of the department to ensure issues are addressed in a coordinated and consistent manner. Solving problems will require the use of facilitation, collaboration and consensus building with others from within and outside the ministry. Care needs to be taken in developing strategies that maintain internal support, commitment and buy-in while ensuring coherent and forward-looking approaches for the Ministry.

A key challenge will be reconciling input and direction from a wide range of internal and external sources. The Section Head will need to have sound judgment and tact while being innovative in developing approaches for dealing with alternative viewpoints. The Section Head will also need to manage three planning cycles simultaneously and be responsive to unanticipated demands for guidance, solutions and direction on a wide range of issues. This position also balances and manages the longer-term strategic and short-term perspectives associated with the strategic plan and operational plans.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
The Section Head must be able to act and provide service as an 'internal consultant'.	Position will have frequent contact with senior representatives in these areas.	Excellent interpersonal relations skills; ability to establish and maintain senior level relationships in other departments

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<p>In leading teams and processes and developing policies and strategies, the Section Head must develop and nurture relationships; engage others in such a manner that value is added while ensuring all participants from the department and other partners organizations have "ownership" of the process, products and accomplishments and are motivated to take follow up action. Internal contacts include Minister (briefings, policy advice); Deputy Minister (briefings, policy advice); Assistant Deputy Ministers (briefings, strategic direction and planning consultations); Regional and Edmonton Directors (information, advice, consultation, strategic planning and direction); Section Heads and Managers (information, advice, consultation, planning), other staff.</p>		<p>and with industry, municipalities and stakeholder organizations.</p> <p>The position will require strong team building and team leadership skills. The Section Head, will achieve departmental objectives by working with staff in the ministry and other ministries in a team and collaborative context and working with stakeholders in the same context. The position will have to be flexible in adapting to widely divergent situations and positions as the Section Head deals with the varying positions and objectives within the ministry and among a wide range of other ministries and stakeholders</p>
<p><b>External</b></p>		
<p>External contacts include other Ministers and Deputy Ministers, MLAs, private sector executives, environmental organizations and other non-governmental organizations, general public; Standing Policy Committees (approval of government direction), senior officials of federal and municipal governments.</p>		

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

Results have direct impact on other staff, particularly regional staff, and their ability to deliver programs and achieve desired outcomes. Partners and stakeholders (government and non-government) are also impacted by actions taken.

Within the department's procedural framework and business plan, there is wide latitude to plan, organize and carry out the work of the position in the way that seems most effective and efficient. The position is expected to take initiative within the situation of few constraints or precedents for many of the issues that will be addressed and much of the work that will be undertaken.

Last Review / Update: 2016-03-11

# MJEP

## Benchmark Evaluation - M420-01

### Identification Section

<b>Working Title:</b>	Manager, Skills Policy Unit
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Skills Investments
<b>Reports To:</b>	Director, Labour Force Partnerships and Skills Policy
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M420-01
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M420

### Job Summary

The position leads the development of broad labour market skills policy and strategy that helps unemployed Albertans obtain the basic academic, and vocational skills and/or experience needed to sustain employment, increase their earnings in order to increase self-sufficiency, or enter further skills training. Skills Investment Strategy is responsible for programs such as basic education, ESL, Academic Upgrading, integrated training and Defining the Path (AHRE's Aboriginal policy) and policies relevant to youth and older workers. The position reports to the Director, Labour Force Partnerships and Skills Policy and manages a small unit of professionals.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI+3 350	E4 43% 152	E3C 152	654

Short Profile: B

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Classification: Public



## Evaluation Rationale

### Know-How:

- F:** Position requires/applies extensive knowledge of Skills Investment strategy - programs and policies, Federal/Provincial Agreements such as the Labour Market Development Agreement (LMDA), LMDA for Persons with Disabilities and well developed knowledge of policy and program development process.
- 1+:** Position exercises leadership in managing a unit of management/professional staff with diverse areas of policy specialization. The 1+ recognizes the diversity and requirement for integrating the activities of a number of stakeholders e.g. program and policy staff with public and private skills training providers.
- 3:** The position provides advice and recommendations to the Minister, Deputy Minister and Executive Committee on skills program budgets and financial management policies and other initiatives. It is the provincial lead for liaison, communication and negotiation with the other provincial departments and the federal government regarding agreements. Position consults extensively with service providers.

### Problem Solving:

Position reports to a Director, who reports to an ADM. There is managerial direction towards achievement of results. Position must take the lead in identifying trends, issues and gaps in labour market training and skills investment policy, and in developing programming to meet the needs of Albertans and the labour market. The thinking environment is characterized by the identification of trends, issues and gaps in labour market training and skills, and the development of programming to meet human and market needs. The thinking challenge involves differing situations to which analytical and developmental thinking is applied to create strategies and alternatives.

### Accountability:

- E:** There is managerial direction toward the achievement of goals. Role is subject to decisions of the Executive Committee.
- 3:** Results affect a large clientele of unemployed Albertans who lack basic education and skills in finding and keeping employment. Decisions made within the Branch, affect the lives of approximately 40,000 to 45,000 Albertans annually.
- C:** Position has accountability for developing policies and procedures, outcomes and indicators for Skills Investment programs.

### Last Reviewed:

Last Review / Update: 2015-04-13

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# MJEP Benchmark

## Job Description - M420-01

### Identification Section

<b>Working Title:</b>	Manager, Skills Policy Unit
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Skills Investments
<b>Reports To:</b>	Director, Labour Force Partnerships and Skills Policy
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The purpose of the Skills Investment Strategy is to provide adult Albertans (who are unemployed or unable to make sufficient income to meet their basic needs) with the basic academic, and vocational skills and/or experience needed to:

find and sustain employment,  
substantially increase their earnings from employment in order to increase self- sufficiency and/or  
enter further skills training.

The Senior Manager, Skills Policy, is responsible for developing overall skills policy for HRE-funded learners, including EI claimants, Aboriginals and youth, and for working with/providing direction to, internal and external delivery services.

Reporting to the Director of Strategic Policy, Health Benefits and Child Support Services the Senior Manager is responsible for the development of broad skills development and labour market policy that helps unemployed Albertans get the information and programming they need to acquire skills to find and keep a job. Skills Investment policy includes responsibility for programs such as basic education (K-9) and (ESL), academic upgrading (10-12), integrated training (academic upgrading, employability skills, occupational skills and work experience) and occupational training.

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Skills Investment programs are delivered mostly by public and private providers on a tuition and contract-based approach. The Senior Manager and the Branch are primary contacts for providers and delivery services staff on skills and Aboriginal policy direction, Outcomes and Indicators policy, as well as the implementation of an overall Performance Measurement Framework as it pertains to client, provider and program outcomes. The Senior Manager is also responsible for the following agreements and programs with the federal government: the Labour Market Development Agreement, the Labour Market Development Agreement for Persons with Disabilities and the Canadian Agricultural Skills Service Program.

The Senior Manager provides direction and leadership to unit staff in the creation and interpretation of skills investment policy and programming; Aboriginal labour market policies, programming, and liaison; and in operational plans and longer-term policy directions. Decisions made within the Branch directly affects the lives of 40,000 to 45,000 Albertans annually.

The Senior Manager is a member of the Division Management Team, and participates in developing policies, plans and future directions and priorities for the People and Skills Investments Division that assist lower income Albertans, including Alberta Works, EI and other lower income clients. The Senior Manager provides advice on skills budget priorities and manages a significant contract and grants budget. The Senior Manager develops and coordinates assessments of issues, including compilation of background materials and preparation of briefings for the ADM, DM and Minister. The Senior Manager consults with staff in other PSI branches and other divisions regarding issues identified and subsequently develops skills policy that is responsive to the needs of clients and training providers, and reflects current and future labour market demands. The Senior Manager leads in the development of supports both internally and externally for the delivery of Skills Investment programming and Aboriginal programming. The Senior Manager also consults with Training Providers and Contracted Agencies; other departments such as Education, Advanced Education, Aboriginal Affairs and Northern Development, Community Development, Health and Wellness and HRSDC; employers; Aboriginal groups; and consultants regarding skills policy, Aboriginal policy, policy for youth and persons with disabilities, labour market policy and labour market shortages and skills deficits.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Provide advice and recommendations to the Minister, Deputy Minister and Executive Committee on skills policies and programs, Skills Investment policy, Aboriginal policy, the Labour Market Development Agreement, the Aboriginal Policy Cross Ministry Initiative, Training Providers (public and private), Advanced Education and the federal government's training and education policies and intentions.

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Lead in identifying trends, issues and gaps in labour market training and skills investment policy, and in developing programming to meet the needs of Albertans and the labour market.

Provide direction to the Skills Policy Unit, Skills Training Providers (public and private), Advanced Education (Adult Learning Division), Aboriginal Affairs and Northern Development, delivery services and other division staff, and the federal government on labour market and skills investment policy matters.

Consult with and provide leadership and strategic direction regarding identification of needs, development of strategies, policies and procedures related to skills investment programs providing funding for basic skills, academic upgrading, integrated training, ESL, work transitions and short term skills training.

Provincial lead for liaison, communication and negotiation with the other provincial departments and the federal government regarding the Labour Market Development Agreement, Aboriginal Policy and the Labour Market Agreement for Persons with Disabilities. Consult with other Divisions (Delivery Services, Strategic Services, Corporate Services), Departments (Education, Advanced Education, Aboriginal Affairs and Northern Development, Agriculture Food and Rural Development, Community Development, Health and Wellness and Economic Development) regularly, through one on one discussions and via committees to identify best practices, trends, issues, and gaps, and to provide interpretation, consultation and feedback on programs and policies.

Supervise one manager and professional staff (i.e. policy analysts) and provide mentoring/coaching to co-op and internship positions.

Provide leadership to Skills Policy unit staff, including delegating and monitoring work, conducting performance reviews and evaluating work of team.

Manage unit budget, operational planning and progress reporting.

Participate in or lead special/ad hoc projects or committees, as required. This may include participation in developing new business processes.

## Knowledge/Experience

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**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

**Knowledge:**

Well developed understanding of the Skills Development Program Policy and Program Guidelines/Procedures and the People and Skills Investments Division mandate, goals, objectives, business procedures, issues and delivery services practices.

Well-developed knowledge and understanding of the policy and program development process.

Comprehensive knowledge of Alberta Government goals, AHRE business goals and objectives, Federal (EI Act) and Provincial Acts (IESA, Government Organization Act), legislation, policies and procedures to areas of AHRE responsibility, FOIPP.

Good understanding of Advanced Education initiatives, skills investment programs, business practices, post secondary education systems, and public and private providers.

Good understanding of contracting processes and practices and financial management principles.

Solid understanding of performance measurement and evaluation procedures

**Skills:**

Exceptional communication skills (verbal and written) in responding to enquiries and interpreting policies and procedures to various levels within and external to the Department.

Exceptional consultation and negotiation skills in order to represent the Branch/Department in a variety of settings at a senior level.

Well developed strategic and business planning skills, including goal setting, action and budget planning, decision making, progress reporting, and establishing and evaluating performance criteria.

Strong leadership, organizational, time and project management and priority setting skills.

Strong analytical and problem-solving skills relative to determining need, analyzing options, making recommendations, and translating concepts into understandable constructs.

Ability to function under pressure and use tact, diplomacy and good judgment.

Ability to work independently, make appropriate timely decisions and take action as required

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The position must coordinate skills-related policy discussions within the unit, as well as within the Branch, the Division and, where necessary, across Divisions and/or between Ministries (e.g. Alberta Education, Advanced Education).

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The position represents the ministry in discussions at national forums/meetings and acts on behalf of Senior Officials when requested. The position is responsible for leading the assessment of the current skills policies, programs and services in relation to the evolving labour market and evolving understanding of best practices. As well, the position is responsible for clarifying confusing or conflicting perspectives on skills issues, and for determining whether or not the needs of our clients are being met in a cost-effective manner, while focusing on improving current outcomes.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The position must identify and clarify complex problems or issues, as they pertain to the adult training system (e.g. how many years should someone be grant-funded by HRE in grade 4-8 level academic upgrading), develop a range of policy alternatives, identify the positive and negative impacts of the various alternatives (some of which may be tried and proven, others may be original) and propose a strategic direction that (a) embraces the often-conflicting insights and interests of a diverse set of stakeholders, (b) provides clarity and (c) identifies a practical, cost-effective and efficient solution.

Assistance in resolving these problems is available from other staff in the Division as well as from the abundant literature and research on skills programming, and from performance measurement information currently being enhanced.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
ADM, Skills Investments Division	Monthly.	Consult/provide information on strategic direction of Division, financial issues;
Director Strategic Policy, Health Benefits and Child Support Services	Daily.	make recommendations re: Skills Investment policy, Aboriginal Policy, Labour Market Development Agreement,

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		Labour Market Agreement for Persons with Disabilities, Canadian Agriculture Skills Services Program, budget allocation, outcomes and indicators and issues including service delivery and Delivery Services staff, training providers, Aboriginal groups.
HRE Executive Team	Monthly.	Provide information/consult on issues re: Skills Investment policy, and service providers.
People and Skills Investment Division managers and staff	Daily.	Consult/provide information re: policies and procedures; Strategize re: programming and delivery.
Branch managers and staff	Daily.	Consult and provide direction regarding policies and procedures.
Delivery Services in AHRE	Weekly.	Provide direction to delivery staff. Consult regarding transition plans, developing outcome indicators.
HRE Human Resources, Corporate Services, and Strategic Services staff	Quarterly or as required.	Re: staffing, financial and budget issues, business planning, and program evaluation.
<b>External</b>		
Training/Learning providers (public and private), post-secondary institutions, third party contractors	Monthly.	Consult and provide interpretation, and feedback on policy issues, program delivery issues, developing transition plans, identifying occupations, positions, opportunities, performance measures.
Employers	As required.	Consult regarding employer involvement in content, design and potentially delivering of training.
HRSDC and INAC	Quarterly.	Consult regarding changes in policy and programming to ensure it meets

		requirements of LMDA, LMA-PWD, AHRDA and other Aboriginal policies.
Education and Advanced Education staff, Aboriginal Affairs and Northern Development staff, Alberta Children's Services staff, Community Development staff, Health and Wellness staff	Monthly.	Consult/provide information re: Skills Investment policy, programs and service providers and changes to programs; aligning policies.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The Senior Manager position is responsible for results that affect the range of skills programming provided by HRE and the delivery agents for the programs on a regular basis (e.g. redefining the length of the period of time clients can spend in upgrading, ESL and/or job training).

The position has the freedom to initiate reviews or studies into various aspects of skills issues in Alberta and is responsible for keeping the Director and ADM informed about key issues as they arise regarding the state of skills training in HRE and Alberta.

The strategies and processes proposed impact many of the 40, 000 learners funded by HRE on an annual basis and have a significant impact on the accountability and credibility of the Department and its delivery agents.

Last Review / Update: 2015-04-13

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# MJEP

## Benchmark Evaluation - M410-25

### Identification Section

<b>Working Title:</b>	Deputy Director, Operations
<b>Ministry:</b>	Justice and Solicitor General
<b>Division, Branch/Unit:</b>	Corrections
<b>Reports To:</b>	Centre Director, Edmonton Remand Centre
<b>Levels to D.M.:</b>	4
<b>Job Description:</b>	M410-25
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M410

### Job Summary

Reporting to the Centre Director, Edmonton Remand Centre, the position on a rotating shift basis, ensures the integrity, hygiene and maintenance of the Centre, supervises the staff and the admission, release, transfer and ongoing management of inmates. Security is maintained by selective inmate counts, searches and emergency response, as well as overseeing all inmate routines. The DDO must lead, deploy and evaluate two subordinate levels of staff and maintain functional supervision of centre support staff. Position ensures all shift activities comply with standards set by policy and procedures. In centres operating under the Living Unit system, the DDO may have responsibility for direction of case management.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
E1I3 304	E3 38% 115	E1+P 175	594

Short Profile: A3

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Classification: Public



## Evaluation Rationale

### Know-How:

- E:** The position requires significant knowledge of the criminal justice and corrections systems, legislation and supervision of a large staff in a dynamic and potentially negative environment.
- II:** During that shift, the DDO supervises all the Centre personnel's activities in diverse program areas (e.g. nursing, chaplaincy, recreation and placement, sentence administration, admittance, release, crisis management and clerical staff). Security is maintained by selective inmate counts, searches, emergency response and overseeing inmate routines. In off hours, manages the facility.
- 3:** Position provides direction to supervisors and staff on shift to ensure consistent administration of the programs. Is required to manage change in a militant environment such as hostile offender population, special interest groups and various advocacy groups. Extensive contact with the public, courts, police, lawyers, union officials and advocacy groups.

### Problem Solving:

Responsible for problem solving during the shift, releasing or detaining possibly dangerous offenders in custody based on direction from the courts can often be nebulous or vague. Making timely and appropriate decisions in emergency situations. The position implements initiatives identified by the Centre Director, including security and incarceration issues.

### Accountability:

- E:** Several management layers above the position, however the position manages plenty of resources and makes decisions having substantial impact on the offenders at the Centre on a stand-alone basis during a shift.
- 1+:** The push recognizes that there is constant admittance and release of inmates during a shift. The main focus is security of offenders and delivery of rehabilitation programs for the shift.
- P:** The position is responsible for staff overseeing the care, custody and control of the offender population of the Edmonton Remand Centre which admits, releases or transfers a significant population of offenders annually.

### Last Reviewed:

Last Review / Update: 2016-03-11

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Classification: Public



# MJEP Benchmark

## Job Description - M410-25

### Identification Section

<b>Working Title:</b>	Deputy Director, Operations
<b>Ministry:</b>	Justice and Solicitor General
<b>Division, Branch/Unit:</b>	Corrections
<b>Reports To:</b>	Centre Director, Edmonton Remand Centre
<b>Levels to D.M.:</b>	4

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Centre Director, Edmonton Remand Centre, the position on a rotating shift basis, ensures the integrity, hygiene and maintenance of the Centre, supervises the staff and the admission, release, transfer and ongoing management of inmates. The position is responsible, on a shift basis for offenders, staff and overall plant management of the Edmonton Remand Centre, the largest facility of its type in the province. The maximum security facility houses up to 650 remanded and sentenced status offenders. Security is maintained by offender counts, searches and emergency response, and overseeing of all offender routines. A Deputy Director of Operations supervises the admission, release, transfer and ongoing management of offenders, including the maintenance of discipline. The individual in this position must lead, deploy and evaluate subordinate staff, and maintain functional supervision of centre support staff. The Deputy Director of Operations ensures that all activities occurring on a shift comply with standards set by policies and procedures. This position is required to ensure the integrity, hygiene and maintenance of the physical plant and supervise the efficient utilization of material resources. The incumbent must comply with decisions rendered by the courts.

### Specific Accountabilities

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**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Personally and through subordinate supervisors overseeing the care, custody and control of the offender population of the Edmonton Remand Centre, the largest institution in the province (provincial and federal), which admits, releases or transfers over 20,000 offenders annually.

Manage the physical plant during shifts to ensure that a safe, healthy and secure environment is maintained for both staff and offenders at the facility in accordance with guidance contained in the Public Health Act, the Corrections Act and the Workers Compensation Act.

The admission and discharge of offenders either ordered detained in custody or released by the courts, immigration of parole board officials.

Ensure that all staff receive adequate training in order to carry out their assignments competently and effectively in accordance with Departmental policy and relevant legislation.

On occasion, act as a committee member for the temporary absence release of offenders into the community, which could impact negatively if additional criminal activity occurs.

Be personally responsible for the release of all offenders. If an error occurred, the safety and well being of the public could be endangered.

As required conduct Internal Investigations or Boards of Inquiry which if improperly conducted could result in wrongful discipline, costly litigation or embarrassment to the Department or a combination of all three.

Accountability for all action taken in emergency and crisis situations in the absence of the Centre Director or other senior corrections officials.

Ensure that directives and sentences awarded by the legal system, especially the courts are enacted and adhered to for the over 20,000 annual admissions and releases.

Assist in developing procedures that are efficient, safe and cost effective.

Assist in the monitoring and control of \$13,500,000 annual budget on a day to day basis.

Manage to ensure a safe environment for staff and offenders.

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Ensure the protection of the public through the secure operation of the centre by the decisions made.

Maintain an effective working relationship with the 50 staff on shift, supervisors, and other correctional centres and agencies.

Occupational Health and Safety

Tactical Team

Training\$ Recruitment Panels

Participate/chair internal investigation/boards of inquiry/audits

Fire prevention/training/investigation

Staff scheduling

Development, printing and distribution of Centre Standard Operating Procedures

### **Innovation and Creativity/Continuous Improvement:**

Removing traditional offender pastimes such as colour television and videos, billiards as well as the loss of offender incentive pay without incident.

Coping with an increased offender population through the implementation of double bunking while simultaneously managing reduce staffing patterns.

Implementing an absence review process which, despite resistance from the bargaining unit, has resulted in reduced absenteeism, increased productivity and dollar savings of \$595,000 centre-wide.

Assisting in the development and introduction of the House Arrest Program, the first non-electronically monitored program of its kind in Canada.

The effective management of potentially hostile offenders and supervision of staff during Head Office initiatives including the removal of traditional offender pastimes such as colour televisions and videos, pornographic reading material, billiards as well as the loss of offender incentive pay without incident.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

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Extensive knowledge in one or more functional area(s).

In-depth experience in managing diverse activities.

Extensive knowledge of specialized theories/principles.

Knowledge and understanding of the criminal justice system, the Criminal Code of Canada; the Corrections Act; the Corrections and Conditional Release Act; Departmental Policy and Procedures; Standing Operating Procedures; various legal documents including warrants and bail orders, knowledge of fine calculation procedures; human behaviour and personnel management, security and physical plant management, labour relations and the Master Agreement between the Alberta Union of Provincial Employees and the Government of Alberta.

Project management; planning and analytical; time management; interpersonal communications; direct and monitor the progress of subordinate staff; evaluate and make timely decisions based on good judgement during crisis situations; flexibility; leadership delegation, inspiring others, coordinating; negotiating; security and ability to work in a constantly changing environment.

Several years progressive operations and supervisory experience within Correctional Services in maximum, medium and minimum security institutions; human resource management; individual and group behaviour; court procedures and documents.

The position requires regular contact with a variety of organizations including the police, the courts, other managers, union officials, immediate supervisor (Centre Director), shift supervisors, corrections officers, social workers, child welfare agencies, lawyers, offenders, their families and the general public.

The job involves a great deal of specific problem solving which is technical in nature. Public safety can also be an issue. It also encompasses the management of change, e.g. cost saving initiatives are often resisted by militant bargaining unit staff and a potentially hostile offender population.

No professional designation or certification required to do job.

## Leadership and Business Know-How

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**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Coordinate and supervise the operation of all centre personnel during the assigned shift, including 40 correction officers, as well as programs including nursing, chaplaincy, recreation and placement, sentence administration and clerical staff.

Coordinate actions of all staff and outside agencies such as the police, emergency services and the media in crisis situations (i.e. medical emergency, offender disturbances, serious assaults, riots, hostage takings, fires, etc.).

Supervise and personally assume responsibility for the admission, release, care, custody and control of up to 650 offenders.

Implement initiatives identified by the Centre Director and Head Office.

Act in the absence of the Centre Director. The Deputy Director Operations is the senior centre manager for 16 hours of every 24 hour period. While all decisions made by this position are subject to the Director's review, this occurs in most cases after the fact, affording the Deputy Director Operations a substantial degree of independence and accountability. Decisions are made in all areas of the centre operation including: offender management, crisis management, administrative routines and allocation of human or material resources. A Deputy Director Operations must manage the physical plant, staff and material resources in a manner consistent with budgetary restraint.

Providing direction to supervisors and up to 50 subordinate staff to ensure consistency between living units and conformity with the practices and procedures in other shifts in accordance with Centre Standing Operating Procedures and Departmental policy.

Managing change in the face of a militant bargaining unit, a potentially hostile offender population, special interest groups, various advocacy groups, and budgetary constraints.

Extensive contact on a regular basis with representatives from the public, courts, police, lawyers, union officials, advocacy groups as well as occasional contact with the media, the judiciary and the Office of the Ombudsman.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

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24 hour operation in an intense and stressful facility which admits and releases over 20,000 persons annually.

Releasing or detaining possibly dangerous offenders in custody based on direction from the courts which can be nebulous or vague on occasion.

Coping with increased offender populations without offsetting staff or budget increases in a militant bargaining environment.

Making timely and appropriate decisions in emergency situations such as riots, hostage takings, fires, medical emergencies and escapes. These decisions could potentially result in the loss of life or serious injury.

Dealing with members of the judiciary, the legal profession, the media and the public in difficult and often stressful circumstances.

In the absence of the Director, and in the off hours, weekends and holidays, assume the responsibilities of managing a facility with a \$13.6 million budget, 12 managers and 285 bargaining unit employees as well as up to 650 offenders.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Centre Director	Daily.	Coordinate, liaise, receive direction, inform.
Other Shift Managers	Daily.	Coordinate, inform, consult.
Deputy Director, Programs	Weekly.	Coordinate, inform, consult.
Deputy Director, Finance and Administration	Weekly.	Coordinate, inform, consult.
Deputy Director, Security	Daily.	Inform, consult.
Health Care Unit Manager	Weekly.	Coordinate, inform, consult.
Courts	Daily.	Coordinate, consult.

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Offenders	Daily.	Direct, resolve, inform.
Training Manager	Twice weekly.	Direct, coordinate, consult.
Tactical Team Manager and Members	Weekly.	Coordinate, consult.
Parole Supervisors	Weekly.	Consult.
Probation Officers	Weekly.	Consult.
Personnel Office	Daily.	Coordinate, inform, consult.
Recreation staff	Daily.	Direct, coordinate.
Shift employees	Hourly.	Direct, inform.
Sentence Administration	Daily.	Consult, inform.
Staff College	Weekly.	Consult, inform.
Parole and Temporary Absence Programs	Weekly.	Inform.
Other centres	Daily.	Consult, inform.
Community Corrections Offices	Weekly.	Inform.
Court and Prisoner Services	Daily.	Coordinate, inform.
<b>External</b>		
Social Services	Monthly.	Consult, inform.
Alberta Hospital Edmonton	Weekly.	Consult, inform, coordinate.
Contract - doctor, dentist	Monthly.	Consult and direct.
City of Edmonton Fire Department and Ambulance Authority	Monthly	Liaise.
Other government departments	Weekly.	Liaise, consult.
Metis Nations	Weekly.	Liaise, consult.
Public Works, Supply and Services	Daily.	Direct, inform.
Police	Weekly.	Consult.
General public	Daily.	Resolve complaints, inform, direct.
Lawyers	Daily.	Inform, consult.
Contract Security	Daily.	Direct, inform, coordinate.
Community Agencies	Daily.	Consult, coordinate.
Contractors	Daily.	Liaise, direct, consult.
AUPE (Union Stewards)	Daily	Inform, consult, direct, negotiate.
Correctional Service Canada	Daily.	Liaise, consult.

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Immigration Services	Weekly.	Inform, direct, coordinate.
Federal Investigator	Monthly.	Inform.
Community Residential Centres	Weekly.	Consult.
Families of offenders	Daily.	Negotiate, inform.
Office of the Ombudsman	Weekly.	Consult, inform.
Judiciary	Occasionally.	Inform.
Local Municipal Officials	Occasionally.	Liaise, consult, inform.
Media Representatives	Occasionally.	Liaise, consult, inform.
Distributors/Suppliers	Monthly.	Liaise, consult, inform.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

Very specific policies and procedures provide guidance for the day to day operation of a remand centre. It is the responsibility of the Deputy Director of Operations to interpret policy guidelines and ensure that specific needs of the centre, the offender population and staff are addressed through their decisions.

Direction is provided to operational subordinates and the supervisors in order to ensure consistency between shifts and conformity with practices on other shifts, both in the Centre and elsewhere in the Division.

Many acts, statutes, agreements and regulations provide specific responsibilities as well as broad guidance of a general nature on the operation obligations and duties within a remand facility. In certain areas, a great deal of latitude is nonetheless afforded to the Shift Manager, the Deputy Director of Operations in interpreting or implementing this guidance.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M410-24

### Identification Section

<b>Working Title:</b>	Manager, Regional Services
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Resource Information Management Branch
<b>Reports To:</b>	Executive Director, Resource Information Management Branch (RIMB)
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M410-24
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M410

### Job Summary

Reporting to the Executive Director of the Resource Information Management Branch (RIMB), the position manages the Resource Information Units (RIUs) in various regional offices and coordinates the delivery of regional geographic information management initiatives in support of departmental business priorities. The Manager provides input to the RIMB business planning process and contributes to the RIMB plan, as well as manages the operations of the RIUs, including financial and human resource management.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
F13 304	E4 43% 132	E3C 152	588

Short Profile: A1

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## Evaluation Rationale

### Know-How:

- F:** The position requires extensive knowledge of natural resource and environmental business practices, combined with technical expertise in geographic resource information systems (mapping and data). The combination of business and scientific knowledge is necessary to unify and integrate the systems and software, as well as establish credibility with professional clients in the industry who use the information generated by the RIUs. Knowledge of the department's planning, financial and human resource management processes is required to effectively manage work units across the province.
- I:** The Manager integrates related programs with a similar function. A large staff, projects of varying lengths, and a large external stakeholder group add to the managerial complexity.
- 3:** The Manager must influence diverse groups, where there are often conflicting perspectives, requirements, and priorities, which require the position to use a collaborative approach to build consensus.

### Problem Solving:

The position identifies geographic information requirements for multiple regional business clients. Some client requests for services require creative solutions, but must be consistent with existing standards. The 43% rating reflects the strategic input provided by the management level above the job.

### Accountability:

- E:** Working with divisional business managers and RIMB managers, this position prepares an integrated geographic information management plan that is presented to the Resource Information Management Council. The manager ensures that the priorities and objectives of the regional resource managers are addressed as part of the geographic information management planning process. The position has authority to assign staff and resources to deliver on the approved regional component of the annual geographic information management plan.
- 3:** The work performed by this position affects divisional staff in regional offices across the province. Other government agencies and industry stakeholders require the geographic information produced by the unit this position supervises, which increases the magnitude score.
- C:** The Manager is responsible for providing geographic information that is used to deliver ministry programs.

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### Last Reviewed:

Last Review / Update: 2016-03-11



# MJEP Benchmark

## Job Description - M410-24

### Identification Section

<b>Working Title:</b>	Manager, Regional Services
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Resource Information Management Branch
<b>Reports To:</b>	Executive Director, Resource Information Management Branch (RIMB)
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Executive Director of the Resource Information Management Branch (RIMB), this position manages the Resource Information Units (RIUs) and is responsible for coordinating the delivery of regional geographic information management initiatives in support of departmental business priorities.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Projects and functions of the RIUs are managed and delivered consistently across the regions and in alignment with provincial initiatives.

Input is provided to the development of provincial geographic information management standards, and processes are in place to ensure their consistent implementation and use across the regions.

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Leadership and direction are provided to the RIU Team Leads in the regional offices in support of the development of annual and multi-year RIU workplans. Responsible for overseeing the process of compiling and integrating these regional plans by soliciting input from the regional resource managers.

Responsible for providing input to the RIMB business planning process and contributing to the creation of an integrated RIMB plan that supports priority departmental initiatives. This integrated plan is developed in consultation with divisional business managers, in both headquarters and the regions.

Deliver coordinated workplan projects, integrated with other Sections in the Branch, and report monthly on the status of delivery against expectations. The delivery of coordinated workplan projects is to include balancing of resources across the RIUs, where necessary, to meet priorities.

Ensure that opportunities for integrating regional geographic information management activities to support provincial initiatives are identified and addressed.

Responsible for managing the operations of the RIUs, including carrying out of necessary financial and human resource management duties. Position will have expenditure office duties, and will develop annual budgets, prepare budget forecasts and manage expenditures. Human resource responsibilities include supervision, mentoring, training, recruitment, recognition, and performance management.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Understanding of departmental business plans and priorities.

Working knowledge of natural resource and environmental management business practices in order to understand geographic data and information requirements.

Working knowledge of natural resource inventory and base mapping.

Working knowledge of spatial data processes and geographic information management.

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General knowledge of current information technologies for the capture, management and use of geographic data - e.g. remote sensing technologies, softcopy, GIS, GPS, IT.

A thorough understanding of government and departmental processes for planning, financial management and human resource management.

Degree in Natural Sciences or Geomatic Engineering and minimum of 5 years increasingly responsible related work and supervisory experience

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Coordinates and organizes geographic information management workplan and activities within the regions, links with other sections in RIMB and with client business areas.

Negotiates with multiple clients to assess needs and to propose approaches and solutions to meet potential diverse requirements.

Ensure consistency amongst the RIUs regarding the implementation and use of:

Geographic information management data standards.

Guidelines and procedures for the management of geographic information.

Geographic information management technology among the regional offices.

Participates in the development of strategies for the management of geographic information and related technologies.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Position is relied on to ensure that regional client requirements are met within the context of provincial priorities and geographic information management standards and guidelines. Position is required to understand client relationships and to

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facilitate coordination amongst stakeholders. This requires the position to recognize and resolve conflicting perspectives and priorities, and to facilitate collaborative approaches.

The identification of geographic information requirements for multiple regional business clients and the development of regional workplans that are integrated with provincial initiatives require significant analysis, evaluation and use of judgement. Client workplan requests typically exceed the capacity of the RIU staff to deliver, either due to quantity or complexity of requests. Creative approaches are required to develop and deliver an integrated workplan, through effective allocation of resources or by facilitating collaborative solutions with clients and other stakeholders.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
SRD Resource Managers, divisional business sponsors, RIMB management and staff	Ongoing.	Exchange info, provide advice, develop plans, collaborate on initiatives, identify opportunities, determine priorities, maintain awareness of emerging issues, implement standards and solutions.
<b>External</b>		
Resource Managers in other departments and key stakeholders within industry	Ongoing.	Exchange info, provide advice, develop plans, collaborate on initiatives, identify opportunities, determine priorities, maintain awareness of emerging issues, implement standards and solutions.

## Impact and Magnitude of Job (Scope)

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**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

In the context of the geographic information management framework, the position has an impact on determining which initiatives and projects will be pursued, developed and implemented in support of departmental initiatives and priorities. Position provides consultation, advice and recommendations to the Executive Director, the RIMB management team and divisional resource managers on the relative importance of regional projects that could have considerable budgetary and resourcing implications.

Work performed affects divisional clients in regional offices across the Province, and impacts regional clients in related ministries where there are service agreements in place. Work also indirectly impacts industrial stakeholders who also manage geographic information.

Last Review / Update: 2016-03-11

# MJEP

## Benchmark Evaluation - M410-23

### Identification Section

<b>Working Title:</b>	District Site Manager
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Parks and Protected Areas, Field Operations
<b>Reports To:</b>	Southeast Area Manager
<b>Levels to D.M.:</b>	4
<b>Job Description:</b>	M410-23
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M410

### Job Summary

Reporting to the Southeast Area Manager, the position is accountable for the management and conservation efforts of a large and diverse geographical area that includes 6 provincial parks, 2 ecological reserves, and 2 heritage range land natural areas that span over 100 kilometres (Dinosaur Provincial Park and Kinbrook/Midland Districts). A key responsibility is representation of Alberta Parks and Protected Areas in liaison with special interest and local advisory groups, MLAs, the public and other provincial, federal and enforcement agencies.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
F13 304	E4 43% 132	E1P 152	588

Short Profile: A1

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## Evaluation Rationale

### Know-How:

- F:** Position requires extensive knowledge of conservation principles and practices, and resource, park and recreation management. Specific knowledge of applicable legislation including the Provincial Parks Act, Disposition Regulations, Fees Regulations, The Water Act, Historic Resources Act, Public Lands Act, and Occupational Health and Safety Legislation is also required, as is knowledge of departmental policies and procedures including human resources, finance administration and FOIP.
- I:** The position provides leadership to a Conservation Officer and a large complement of seasonal staff working in several different types of conservation areas in one zone.
- 3:** A high level of human relations skills are required to motivate, coach and evaluate technical, professional and administrative staff; for chairing meetings with the public special interest groups and associations; and for negotiating with Municipal Governments, Provincial Government Departments with the goal of receiving co-operation and support in the delivery of the Parks and Protected Areas Program.

### Problem Solving:

Problem solving is assisted by the Area Manager and Director. Many of the issues that arise are typical of other Parks and Protected Areas Districts and are resolved by implementing solutions from known options. Some situations are unique, and unprecedented, e.g. managing the only UNESCO World Heritage Site in the Parks and Protected Areas system which presents unique challenges requiring innovative and creative thinking and analysis of potential options prior to implementation. Often the outcome of these solutions comes under the scrutiny of the International Conservation community.

### Accountability:

- E:** Position works within existing legislation and goals and the objectives of the Division and the Department.
- 1:** Results are externally focused. Direction and control is exercised over all planning and field activities associated with the Division's mandate within the District, results having an impact on resource users in Alberta Parks and Protected Areas.
- P:** The position has controlling influence over service delivery in all parks in the area. The District Site Manager has decision making authority with minimal direction from the Area Manager on the type and level of public programming, local community involvement and level of assistance provided to other government departments.

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### Last Reviewed:

Last Review / Update: 2016-03-11

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# MJEP Benchmark Job Description - M410-23

## Identification Section

<b>Working Title:</b>	District Site Manager
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Parks and Protected Areas, Field Operations
<b>Reports To:</b>	Southeast Area Manager
<b>Levels to D.M.:</b>	4

## Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The District Site Manager is accountable for the management and conservation efforts of a large and diverse geographical area that includes 6 provincial parks, 2 ecological reserves and 2 heritage rangeland natural areas that span over 100 kilometres. Reporting to the Southeast Area Manager, this position is accountable for managing and directing all of the planning and day to day field activities associated with carrying out Alberta Parks and Protected Areas mission within one of the three geographical districts that exist in the province of Alberta. A key responsibility of the District Site Manager is to represent Alberta Parks and Protected Areas and liaise with special interest groups, M.L.A.'s, local advisory committees, the general public, other provincial and federal government agencies and law enforcement agencies to address issues and carry out Alberta Parks and Protected Areas mission to preserve, protect and enhance the province's natural heritage. This position manages a staff complement that includes 5 permanent staff, 8 extended term seasonal staff and in excess of 30 seasonal staff that work in the District over a 5 to 6 month period (early April to October) at 4 work locations.

## Specific Accountabilities

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**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Directs the implementation of land based conservation programs to ensure special and outstanding natural landscapes and features are protected for future generations. This is accomplished by ensuring that conservation programs are developed and implemented within the District.

Provides leadership to a staff complement that includes 5 permanent staff, 8 extended term seasonal staff and in excess of 30 seasonal staff (5 to 6 month terms). Oversees the effective recruitment, training, coaching and performance planning of the technical, professional and administrative staff in the District.

Manages the implementation of land and water based recreation activities on a year round basis within the District to ensure quality services and facilities are being provided. This is accomplished by identifying program needs, setting priorities and developing program budgets for sites within the District.

Manages the development and implementation of interpretive programming to communicate the heritage values inherent in the Divisions land baser to our international clientele. This is accomplished by identifying program opportunities, prioritizing, establishing funding strategies for implementation and evaluating the effectiveness of delivered programs.

Directs technical, professional and administrative staff in the delivery of all recreation, conservation and heritage appreciation programs within the District to ensure that the Division's goals and objectives are being achieved effectively and that financial and human resources are being expended within policy and budget amounts.

Negotiates for the Division with other Government Agencies, private sector, industry and special interest groups for the acquisition of new land bases and/or services and for the divesting of existing land bases and or services to achieve Divisional program objectives.

Participates on divisional project teams and contributes to the development of the Division's land management policies, operating policies, business plans and programs and services for all parks and protected areas across Alberta.

Manages and coordinates materials required for the development of briefings and letters required for the Minister and Senior Management on all issues within the District.

Identifies, develops and implements staff training programs that are required on a District, Area or Divisional basis.

Acts for the Southeast Area Manager in his absence as required.

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## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Extensive knowledge of applicable legislation including the Provincial Parks Act, Disposition Regulations, Fees Regulations, Water Act, Historic Resources Act, Public Lands Act and Occupational Health and Safety legislation.

Knowledge/understanding of the goals and objectives of the Division and the Department, political environment and how the government structure functions. Extensive knowledge of the departmental policies and procedures, including human resources, financial administration, FOIP, communications and legislative processes. Post secondary degree and or diploma in resource management, park management or recreation management. Minimum of five years progressively responsible park management and administrative experience.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Strong leadership and management skills coupled with a strong technical background and skill set relating to resource management and administration. Strong communication, mediation and negotiation skills for resolving disputes and negotiating issue resolution with special interest groups. Excellent planning and financial management skills to manage the district budget and to ensure that the delivery of programs in the District is maximized for achieving Departmental and Divisional goals. The position has the responsibility to arrange for and chair meetings with the public, special interest groups and associations. The purpose of these meetings is to resolve concerns relating to current government operating policy and the impact this has on them. The goal is to receive input, to assess needs, explain current policy and implement wherever possible programs that fulfill the identified needs. The position has the responsibility to negotiate with municipal Governments, provincial Government departments and special interest groups. The purpose of the negotiations is to explain current government policies and needs with the goal of receiving their cooperation and support in the delivery of the Parks and Protected Areas program. The position has the responsibility to negotiate various revenue contracts with private sector

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business as it relates to their involvement with the provision of service to the public on departmental lands, insuring fair dollar return to the crown and quality service to the public.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Although many of the issues that arise are typical of other Parks and Protected Areas Districts and are resolved by implementing solutions from known options, some are unique and unprecedented. Managing the only UNESCO World Heritage Site in the Parks and Protected Areas system presents unique challenges that require innovative and creative thinking and keen analysis of potential options prior to implementation. Often the outcome of these solutions is under scrutiny of the International Conservation community. As a result of restructuring manpower within the District it was necessary to review how programs and administration functions were delivered. Costs associated with the delivery of administrative functions have been reduced with the introduction of computer support systems and the redistribution of work responsibilities to all staff. Staff have been encouraged to look outside of their immediate work environment and the norm they have been used to share in the assumption and delivery of administrative duties. This has resulted in cost savings and the building of a stronger team approach. Partnerships with local not for profit associations have been developed through which enhanced recreation and education opportunities in district parks have been found and provided to the public. In areas where departmental finances are providing limitations alternate strategies to meet capital or program needs have been successfully accessed. One of the major challenges is how to implement new Government direction using outdated policies and procedures (i.e. financial policies that do not allow for carrying over surplus revenues generated over the period of a year). One must be willing to accept the risk of developing and implementing new direction for support staff before it is recognized as an approved working practice, i.e. Negotiating maintenance and operational agreements, changing work responsibilities of support staff, making commitments to other organizations, negotiating divestiture and getting M.L.A.'s, counties and the public on side.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

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Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Parks Division:		
Area Support Staff	Ongoing and a issues arise or as projects dictate.	Provide input and/or receive direction on District needs that require Area support staff assistance.
Divisional Managers Committees	Scheduled meetings, submissions as requested.	Provide input and receive direction on issues that require divisional involvement.
A.D.M.'s Office	As assigned or as issues arise.	Provide input to issues that have come to the attention of the Minister or A.D.M. Also, report on special projects that have been as assigned.
Executive Director	As above.	Provide input into issues that have come to the attention of the Exec. Director, report on assigned special projects.
Direct reports, support staff and technical staff	Daily, ongoing.	Provide guidance and assistance with problems
Corporate Services (Human Resource and Finance)	Ongoing and as issues arise.	Review staff and budget issues.
Intradepartmental:		
Royal Tyrrell Museum and Historic Resources Division	Ongoing and as per scheduled meetings and on as per issue basis.	Cooperative working relationships and shared resources, Historic Impact Assessments.
Interdepartmental:		
Sustainable Resource Development	As applications or issues dictate.	Joint program responsibilities adjacent to District Park and Recreation Areas, enforcement, wildlife management, endangered species protection, habitat protection and development concerns.
Environment	As above.	Joint land/water management, head works protection, participation in joint planning.

Agriculture	As above.	Discussion and joint assessment of grazing issues on crown Land.
Public Works	Monthly and as specific issues arise.	Obtaining maintenance services at Dinosaur
Tourism	Ongoing and as meetings arise periodically and as per requests.	Cooperative marketing of major Provincial attractions.
Alberta Film Commission	As requested.	Cooperation with the film commission in promoting landscapes within the District for filming locations.
Social Services	Semi-annually and as our needs arise.	Cooperation in providing work experience and training through employment programs such as E.E.P. and E.S.P.
<b>External</b>		
M.L.A.'s	On an issue basis and as needed for updates is seen as beneficial to the relationship.	Resolve issues relating to lands administered by the Division and their use by the public.
General Public	Ongoing with varied frequency.	Resolve issues and provide information relating to park operations and management.
Municipal Governments	Ongoing on various issues.	Resolve issues relating to Park lands, negotiate for municipal services and assistance, negotiate site divestitures and acquisitions.
Cooperating Associations	Monthly minimum.	Negotiate volunteer services, revenue allocations and contracts to provide increased service to the user public and the park.
Grasslands Naturalists Association	On an issue basis.	Land management issues, ecological reserve concerns, grassland s conservation issues.
Alberta Wilderness Association	As above.	As above.

Operation Grasslands Communities	As above.	Habitat conservation and enhancement related to endangered species preservation.
Campground Operators	Per regularly scheduled meetings and as issues arise.	Resolve issues relating to contract.
Cottage Association	Per semi-annually scheduled meetings and as per issues as they arise.	Resolve issues related to cottage leases.
Ducks Unlimited	Per mutually agreed meetings.	Participate in habitat conservation and public education.
Fish and Game Association, Brooks	On an issue basis.	Discuss various issues related to conservation and land management.
Various Movie and Film Companies	Ongoing as a per application basis or annual meeting.	Provide authorization and conditions for various projects, major motion pictures and TV commercials, commercial still photography and international travel promotions.
Research Permit Holders	Ongoing and on a per application basis.	Provide review, approval and conditions for various projects benefiting the management of the District.
Agriculture Permit Holders	Ongoing.	Resolve issues related to grazing and cultivation on park lands.
Petroleum Industry Companies	Ongoing.	Resolve issues regarding land management related to oil and gas extraction.
Guides Operating on Park Lands	Ongoing and on a per application basis.	Resolve issues regarding access, licensing, provision of quality service to the public.
Various Contractors working within the District's lands	Ongoing and as per scheduled meeting or work review and issue resolution.	Resolve issues regarding maintenance contracts, janitorial contracts, service contracts, etc.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

With minimal direction from the Area Manager, this position decides on the type and level of public programming, local community involvement and level of assistance provided to other government departments at each location within the District. If incorrect decisions are made this will have a negative impact on the Department's and Government's public image in local communities, working relationships with other levels of government, special interest groups and internal working relationships with other Provincial Government Departments. The position has responsibility and accountability for the management of the District budget, which is in excess of \$1,300,000. The budget is mainly comprised of manpower dollars as well as fixed operating costs. A significant portion of the budget, approximately 1/3 is derived from revenues generated within the District through campground, tour and bookstore revenues. Significant impacts which could include staff layoffs, significantly reduced service levels and purchasing would result if forecasting and collection of revenues is not accurate. The District Site Manager directs and controls all field activities associated with the Divisions mission statement within a large geographic area and results achieved have a direct impact on resource users.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M410-22

### Identification Section

<b>Working Title:</b>	Manager, Land Access and Development
<b>Ministry:</b>	Energy
<b>Division, Branch/Unit:</b>	Oil Development, Resource Land Access
<b>Reports To:</b>	Director, Land Access and Development
<b>Levels to D.M.:</b>	4
<b>Job Description:</b>	<a href="#">M410-22</a>
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	<a href="#">M410</a>

### Job Summary

Reporting to the Director, Land Access and Development, the position works closely with other business units and counterparts in other provincial government agencies to develop integrated land and resource strategies and plans that support sustainable development. The position provides leadership and guidance encompassing integrated policy and guidelines development, legislative mechanisms, integrated planning, and the establishment of effective partnerships with government, industry and other stakeholders bringing innovative and workable solutions forward that allow resource development activities to occur while minimizing their footprint on the landscape.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI3 304	E4 43% 132	E-1P 132	568

Short Profile: B

### Evaluation Rationale

#### Know-How:

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- F:** Requires extensive knowledge of integrated resource management and sustainable development, and the relationships between surface and subsurface rights management, and the relationships between government departments, industry and environmental groups to contribute to business planning.
- I:** Position manages a small, functionally related team of professional and technical staff responsible for developing integrated land and resource strategies and plans. Requires planning, integration and coaching of professional staff.
- 3:** Position works closely with other business units such as: Tenure, Oil, Oil Sands and Gas; and other ministries such as Environment, Sustainable Resource Development, Community Development, Energy and Utilities Board providing recommendations to, and responding to requests from senior executive staff requiring strong consultative human relations skills.

### **Problem Solving:**

Problem solving is guided by regulations and departmental mandates. Non-conforming issues arise from resource exploration and development within rural-urban areas and for these variable path-finding situations the position is required to use analytical, evaluative and developmental thinking e.g. if land use decision-making processes could result in lost opportunities for resource development, the position must objectively assess the situation and identify and recommend possible planning, policy or process solutions to prevent or mitigate impacts to mineral access and development. Position must make recommendations of complex mineral rights compensation if loss of access to existing mineral agreements is unavoidable.

### **Accountability:**

- E-:** Position has functional precedents and well defined policies that provide a thinking framework. One more level of management above the position impacts accountability and freedom to act.
- 1:** Impact is on the strategic direction, goals and objectives of the department. Outcomes impact industry procedures and processes.
- P:** Position is solely accountable for providing strategic leadership regarding the development of integrated land and resource strategies and plans that support sustainable resource development.

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### **Last Reviewed:**

Last Review / Update: 2015-02-05

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# MJEP Benchmark

## Job Description - M410-22

### Identification Section

<b>Working Title:</b>	Manager, Land Access and Development
<b>Ministry:</b>	Energy
<b>Division, Branch/Unit:</b>	Oil Development, Resource Land Access
<b>Reports To:</b>	Director, Land Access and Development
<b>Levels to D.M.:</b>	4

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Manager role is responsible to work closely with staff in other Business Units and with counterparts in other provincial government agencies throughout the province to develop integrated land and resource strategies and plans that support sustainable development. The position provides leadership and guidance, using a comprehensive approach encompassing integrated policy and guidelines development, legislative mechanisms, integrated planning, and the establishment of effective partnerships with government, industry and other stakeholders bringing innovative and workable solutions forward that allow resource development activities to occur while minimizing their footprint on the landscape.

The position must advocate Energy's perspective on these access decisions and determine if and when the Minister should take an alternative position. If there is agreement on limiting access, the position must determine fair and reasonable compensation, consistent with the existing statutory and regulatory authority under the Mineral Rights Compensation Regulation, mandated by Section 8 of the *Mines and Minerals Act*.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

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**1. Ensuring that the outcome of provincial policies, regional integrated resource management strategies and plans is consistent with the objectives and principles of integrated resource management and sustainable development.**

**Activities:**

Manage the group's participation on inter-departmental and multi-stakeholder teams developing provincial policies, integrated resource management plans and strategies. This means being prepared to participate at the Steering Group level in all the discussions, to lead particular components and be accountable for delivering results to the team, to influence the team's decision-making, and to ensure that Energy's interests are understood and incorporated in the decision-making process. Examples of such initiatives include the Water Strategy, provincial access framework, provincial recovery plans for Species-at-Risk, integrated landscape management planning and other operational access management planning initiatives, Provincial Land Use Policies, and the Southern Alberta Sustainability Strategy.

Provide direction and leadership to three professional staff and two technical staff regarding their participation in multi-stakeholder and cross-ministry initiatives.

In partnership with staff and team members, analyze a broad range of policy issues, and develop innovative solutions to complex issues that support reasonable levels of access for industry in legislated protected areas, Eastern Slopes frontier areas, and elsewhere.

Make recommendations to senior managers in the Department regarding changes in programs and policy necessary to achieve outcomes that reflect the needs of government and industry, and that are consistent with principles of integrated resource management and sustainable development.

**2. Management and resolution of day-to-day mineral resource access issues.**

**Activities:**

Evaluate and resolve site-specific issues and respond to inter-departmental requests for surface access restrictions.

Provide Tenure Business Unit with the information necessary to inform the energy and minerals industry of access restrictions at the time of posting parcels for auction or sale.

Represent the Department on intra- and inter-departmental task forces established to make recommendations on resource access issues. Examples include the Stakeholder Relations and Environmental Issues cross-functional committees within the Department, and the multi-stakeholder Endangered Species Coordinating Committee.

Negotiate complex issues without clear precedents.

Develop innovative solutions to issues arising from energy and mineral exploration and development within rural-urban interface areas. Development of solutions to minimize resource sterilization will involve collaboration and negotiation with provincial and municipal government agencies and multiple stakeholders.

Establish strategic and operational working relationships with internal and external partners as necessary to ensure effective understanding and resolution of resource access issues and needs.

### **3. Implement the Mineral Rights Compensation Regulation.**

#### **Activities:**

Working in partnership with Legal Services:

Evaluate claims for compensation under the Mineral Rights Compensation Regulation.

Negotiate conflicting opinions in settling claims and make recommendations to the Minister regarding the amount of compensation to be paid.

### **4. Administration.**

#### **Activities:**

Prepare and review written responses to action requests and requests for Executive and Ministerial briefing material in a timely manner.

Provide input to Business Unit Business Plan, Budget, Training and Development Plans and Reporting.

Lead and supervise three professional and two technical staff in policy development, integrated resource management planning, operations and other activities.

Set the strategic direction, goals and objectives for the section, and prioritize and allocate staff resources accordingly.

Provide back up and support to the Director and Business Unit Leader as required.

## **Knowledge/Experience**

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

The position requires knowledge of land use planning and understanding of renewable and non-renewable resource management which is acquired through a degree in resource management. Broad industry business knowledge with specialized focus on surface access and compensation issues related to mineral rights tenure is necessary.

### **Skills and Abilities**

Understanding of the mineral tenure process/procedures.

Knowledge of Alberta's framework for resource management and planning.

Communication (verbal and written) skills.

Strong inter-personal skills with ability to act independently or work co-operatively as a team player.

Strong analytical and negotiating skills with the ability to conceive and finalize win-win solutions.

Ability to use skills over a broad range of issue.

Travel throughout the province is required.

### **Education**

University degree in Resource Management, Land Use Planning, Environmental Studies, Geography or other related discipline.

### **Experience**

Three years of directly related experience.

Extensive knowledge of the principles of integrated resource management and sustainable resource management. Supervisory experience would be an asset.

### **Policies/Legislation**

Working knowledge of:

Mines and Minerals Act

Eastern Slopes Policy

Coal Policy

Mineral Rights Compensation Regulation

Awareness of:

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Public Lands Act

Surface Rights Act

Related procedures such as the Guidelines for Geophysical Activity

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Responsible for ensuring Ministerial discretion for mineral rights agreement, cancellation or surrender acceptance is exercised in the best interest of the public. Broad industry business knowledge with specialized focus on surface access and compensation issues related to mineral rights tenure. Leads a specialist group and has responsibility for representing department position on multi-stakeholder committees.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Provides economic analysis and strategic leadership regarding the development of integrated land and resource strategies and plans that support sustainable development. The position also makes recommendations for complex mineral rights compensation and minerals access planning. For example, loss of surface access prevents resource development and has economic impact.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
	Daily.	The incumbent works closely with the other Directors in the

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		Resource Land Access and Tenure Business Units to identify possible solutions to Department process and policy issues.
Business Units - tenure - Oilsands Other Departments - Environment	Monthly.	The incumbent takes direction from, provides recommendations to, and responds to requests from senior executive staff in the Department.  Outcomes will have an impact on how the Department achieves its objectives and how industry interacts with the Department.
	Daily.	The incumbent advises, collaborates with and assists energy industry staff, facilitating the resolution of interdepartmental and industry issues to support and expedite resource access.
<b>External</b>		
Energy industry managers and staff, industry association representatives (e.g. Canadian Association of Petroleum Producers, Small Explorers and Producers Association of Canada, Alberta Chamber of Resources)	Daily.	The incumbent also consults and collaborates with industry representatives to ensure Department and related government policies are current, effective, and aligned with environmental and business trends.  Outcomes could have an impact on industry procedures and processes, and its ability to effectively access the resource throughout Alberta.

## Impact and Magnitude of Job (Scope)

(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)

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This position must present the Department's perspective on multi-Department resource access issues, liaises with industry and environmental organizations; has controlling impact over the Minister's authority and discretion in canceling leases and determining resultant compensation.

**Integrated Resource Management:** The incumbent must understand the diverse range of values and objectives, as well as legislation and policies that affect Crown land management. The incumbent must be creative in presenting and describing technical and theoretical information that effectively conveys the Department's interests and that can successfully influence the teams' decisions. Strong inter-personal and negotiating skills are critical to achieving results in team environments.

**Mineral Resource Access Issues:** The incumbent acts independently in performing and supervising professional planners and technologists to conduct these activities. The procedures are generally well established; however, the incumbent has the authority to recommend and implement changes to improve the efficiency and effectiveness of the process. A great deal of diversity comes into play in terms of the specific access issues that are brought forward primarily by industry. The incumbent must be able to assess the situation in an objective manner, and identify possible solutions within acceptable degrees of risk-taking. The incumbent must then be able to influence those who have regulatory authority (usually in another Department) to implement the recommendation. The incumbent must also have the ability to anticipate needs for new policies from analysis of business and environmental trends. The incumbent must be able to work with industry and government staff to facilitate, within government and the public, the awareness and consideration of industry practices, the economic significance of the energy and mineral sectors, and resource development opportunity costs during land use decision processes.

**Mineral Rights Compensation:** The incumbent has the responsibility to make recommendations regarding the payment of compensation, and is accountable for calculating and negotiating a fair and reasonable settlement in accordance with legislation.

**Administration:** The incumbent is fully responsible for the management and supervision of three professional planning staff and two resource technologists. The incumbent must use coaching and leadership skills to assist these staff to be productive and motivated. The incumbent must be able to prioritize a diverse range of issues, activities and deadlines in a satisfactory manner.

The incumbent will be evaluated by the Director on the outcomes of his/her projects, and the degree to which they meet Department objectives. The incumbent will also be evaluated by the Director, staff and peers on his/her team and communication skills.

Last Review / Update: 2015-02-06



# MJEP

## Benchmark Evaluation - M410-21

### Identification Section

<b>Working Title:</b>	Manager, Environmental Information
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Southern Region
<b>Reports To:</b>	Head, Environmental Management
<b>Levels to D.M.:</b>	4
<b>Job Description:</b>	<a href="#">M410-21</a>
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	<a href="#">M410</a>

### Job Summary

Reporting to Head, Environmental Management, the position manages three work teams that provide timely and appropriate information, data and analysis to support environmental management decision making in regional planning projects; supports the activities of regional partnerships in monitoring and managing environmental performance and regional program delivery and implementation of AENV's environmental management mandate. Directly responsible for the supervision and management of the three teams: Environmental Modelling (Surface Water Quantity and Quality), Environmental Data (GIS/web based utilities/hydrometric and climatic data/data reporting) and Environmental Performance (indicators/measures) ensuring that tools and data exist to support regional environmental management program delivery.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI3 304	E4 43% 132	E2+C 132	568

Short Profile: B

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## Evaluation Rationale

### Know-How:

- F:** Requires a thorough knowledge of environmental modelling, data/information and performance indicators/measures to evaluate program options and provide technical recommendations to staff and stakeholders. Familiarity with broad environmental performance indicators and cumulative effects management systems. Extensive knowledge of water management operations and hydrology, familiarity with computer based systems and environmental principles needed to evaluate watershed management strategies.
- I:** Coordinates the work of 3 teams, each responsible for generating various components of environmental information, and then integrates to provide meaningful data and guidance to regional department staff. Integrating the activities of 3 work units involves identifying cross-linkages between the performance and modelling teams on environmental indicators, or modeling and data teams on spatial and stream network analysis. Position must also discriminate amongst the kind and type of integrated information generated by the teams to determine what is appropriate to support different projects and partnerships within the region.
- 3:** Position must effectively lead 3 diverse teams and provide direction to each in how they support the department's business goals and regional programs. It also shares information generated by the teams among external parties such as regional and watershed jurisdictions to be applied in environmental management decision-making. This requires the ongoing maintenance of effective and productive working relationships, as well as extensive consultation with stakeholders to obtain commitment and cooperation.

### Problem Solving:

Position devises new approaches and techniques to assess environmental performance and monitor trends, which results in changes to existing services, procedures and policies for the department and external client groups. Position operates under the business plan for the Southern Region of the province, ensuring that meaningful environmental information is produced to meet the needs of staff delivering regional programs. Technical guidance and assistance are available from head office professionals working at the provincial level.

### Accountability:

- E:** Position has autonomy to decide how best to reach specific goals and manage projects. It determines methods of delivery, including development of workplans and methodologies, as well as the assignment of resources for each of the 3 environmental management teams. The Head, Environmental Management, provides general direction and assistance.

- 2+:** The data produced by the environmental management teams affect a medium-to-large group within the department, as well as a significant number of external stakeholders, including Watershed Stewardship groups, Basin Watershed Planning Advisory Councils, Irrigation Districts, universities and research groups, and other provincial agencies and boards with environmental management responsibilities. These stakeholders rely upon the environmental information to deliver programs across the southern region of the province.
- C:** The role supports regional environmental management decision-making and program delivery and contributes to programs for a variety of internal and external stakeholders.
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**Last Reviewed:**

Last Review / Update: 2016-03-11

# MJEP Benchmark

## Job Description - M410-21

### Identification Section

<b>Working Title:</b>	Manager, Environmental Information
<b>Ministry:</b>	Environment and Parks
<b>Division, Branch/Unit:</b>	Southern Region
<b>Reports To:</b>	Head, Environmental Management
<b>Levels to D.M.:</b>	4

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Environmental Information Section ensures the tools and data exist to support regional program delivery of the department's business plan and goals pertaining to place-based environmental management. The section provides timely and appropriate information, data and analysis to support:

environmental management decision-making in regional planning projects;

the activities of regional partnerships in monitoring and managing environmental performance; and

regional program delivery and implementation of AENV's environmental management mandate.

This position is directly responsible for the supervision and management of 3 teams: Environmental Modeling (Surface Water Quantity and Quality), Environmental Data (GIS/web based utilities/hydrometric and climatic data/data reporting), and Environmental Performance (indicators/measures).

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and**

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**what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Requirements for Environmental Information are recognized in the departmental workplan.

Key business areas receive necessary information management support.

Information products are delivered for departmental and stakeholder use.

Information needs of clients and stakeholders and partners are known and addressed.

The research community is aware of AENV environmental information needs and contributions.

The job has the opportunity to lead operationalizing implementation of the department's strategic shifts with respect to regional environmental management at the program delivery level. The key department goal is to implement a systems approach to place-based environmental management through partnerships.

Environmental Information is a critical element for success. Much of the framework for the program is in place, but will require revision as department and client needs are identified and evolve. Guidance on departmental policy and procedures will be provided by the immediate supervisor. The incumbent will rely heavily on previous experience and personal analytical skills to manage the overall program. Technical guidance and assistance are available from HQ professionals working at the provincial level as well as multiple organizations who have implemented "state of" reporting or environmental performance monitoring protocols.

## **Knowledge/Experience**

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Genuine team leadership and mentorship to support the department business and goals, and program delivery.

Effective management and supervision skills to optimize employee productivity.

Sound administrative skills.

Strong organization skills to effectively manage multiple complex tasks.

Thorough understanding of environmental modeling, data/information and performance indicators/measures to evaluate program options and provide technical recommendations to staff and

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stakeholders. Familiarity with broad environmental performance indicators and cumulative effects management systems.

Extensive knowledge of water management operations and hydrology of the South Saskatchewan River Basin.

Knowledge of the legal requirements for operations, instream flows and consumptive uses.

Familiarity with computer based systems and environmental principles needed to evaluate watershed management strategies.

Ability to input and analyze complex water and environmental management data.

## **Leadership and Business Know-How**

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The incumbent requires exceptional competencies in terms of leadership, coordination and synthesis.

Strong organizational skills are also needed to be effective. Coordinate and organize the work of a work group, unit or project that has varied activities to perform. Organizing outside the work group, unit or project is also required.

### **Leadership examples:**

Demonstrating to internal (AENV staff) and external (partners) the value of applied data, analysis and tools to business delivery.

Providing and inspiring role model for Environmental Information staff. Providing leadership and direction to a diverse professional and technical team having a variety of specializations.

Understanding the information needs of the project or partnership, helping the participants to see it, then ensuring that information is provided in a quality and timely manner.

Delivering understandable technical presentations to partner or planning groups (such as the public, stakeholders and local authorities) with respect to such sensitive issues as water allocation, water quality or environmental sustainability, in a manner that enhances their capacity to make intelligent environmental decisions or recommendations.

Identifying opportunities within both internal and external programs to advance REM interests.

### **Coordination examples:**

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Promoting effective internal liaison amongst HQ divisions and regional Approvals, Compliance, Operations staff to ensure cooperative and complementary roles in the sharing of information and the development of tools to support regional program delivery of environmental management.

Coordinating effective liaison amongst external parties (such as regional or watershed stakeholders/jurisdictions) regarding the kinds of information having maximum value in applied decision-making and clarity of the roles of various different parties in providing it.

Effective liaison with academia to ensure research activities are designed to yield results having applied environmental value.

Integrating the activities of the 3 work units comprising Environmental Information e.g. cross-linkages between the Performance and Modeling teams on environmental indicators or between the Modeling and Data teams on spatial and stream network analysis.

### **Synthesis examples:**

Integrating relevant information from multiple sources (scientific literature, data or models used by AENV or our partners) to support environmental decision-making and environmental performance management.

Discriminating amongst the kinds (broad environmental or sectoral) and levels (strategic, tactical, operational) or integrated information appropriate to support different projects and partnerships.

Developing a feedback system whereby the activities of each of the work groups are contributing to a common goal and enhancing the viability of a defined endpoint.

### **Organizational skills:**

Systems thinker with clear visions to achieve the goals of the group and Regional Environmental Management.

Organizing the work of the section so the activities of staff in Calgary and Lethbridge support the diverse environmental and water management needs within the Southern Region.

Managing a complex variety of technical data for analysis in large scale evaluations of water and environmental management projects.

Managing the delivery of complex information projects requiring input from multiple diverse parties such as agency people (e.g., AENV, other provincial, federal, municipal) academia (e.g., university researchers), consultants, NGOs (e.g., DU, NCC) and research foundations (e.g., ARC).

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Situations are generally unstructured and require creative approaches to problems and challenges. The incumbent must frequently modify approaches and come up with creative new solutions. Occasionally, the position is required to find a novel solution to complex issues. Part of the job is devising new approaches, techniques and methods.

Required analytical components are:

Developing an enhanced understanding of connections and interactions between the environment and human activities, using a systems approach.

Developing and testing environmental monitoring and data tools to assess environmental performance and monitor trends.

Examples:

Each watershed has its own history, hydrology, water use pattern, ecology and social values. Every situation will involve a unique solution which considers all aspects. Technical evaluations must consider relevant scale-dependant and environmental media-specific variables.

Clients' needs must be assessed and best methods for meeting those needs determined. This will consider the latest technology plus the clients' willingness to pay for and use this technology.

Develop new and better methods that result in changes to existing services, procedures and policies which have impact most or all of the department or affect a significant client group. Sometimes, result in major changes to existing services, system and policies across several department.

Examples:

A new environmental management system may require alignment of responsibilities as well as coordinated information support from various partners and may affect both the structure and delivery of current licensing or regulatory functions.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

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Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
<p>The list of major clients supported includes:</p> <ul style="list-style-type: none"> <li>Other regional environmental partnerships</li> <li>Regional Water Approval and Compliance</li> <li>Regional Water Management Operations</li> <li>Other regions, e.g., REM Central Region</li> <li>Regional Planners</li> <li>Regional Environmental Education/Awareness staff</li> </ul>		<p>Ongoing development and maintenance of effective and productive working relationships with internal and external clients with the objective of developing information and tools that are broadly used.</p> <p>Continued management, coaching, motivation and leadership of Section staff to produce client focused, quality and timely results.</p> <p>Extensive consultation to focus information needs and requirements with a variety of internal and external contacts with differing skills and capacities. The incumbent will require facilitation skills to ensure positive results for clients and the Department.</p>
<b>External</b>		
<p>The incumbent has the key role of both coordinating and managing client/stakeholder expectations and coordinating and managing the work unit's program to provide Environmental Information products and data.</p> <p>The list of major stakeholders and clients supported includes:</p> <ul style="list-style-type: none"> <li>Basin Watershed Planning Advisory Councils and Watershed Stewardship groups</li> </ul>		<p>Occasionally negotiate in circumstances where the focus is to obtain cooperation and commitment.</p> <p>Ability to direct work of professional and technical staff with diverse training.</p> <p>Examples:</p> <ul style="list-style-type: none"> <li>The ability to assess and meet client needs is important. This work unit supplies technical assistance to support the work objectives of others. This</li> </ul>

<p>Provincial agencies and boards with environmental management responsibilities such as AAFRD, NRCB, AEUB, ASRD, Fisheries and Oceans, Health Regionals etc.</p> <p>Irrigation Districts, urban and rural municipalities, agricultural and environmental interest groups, non government organizations, consultants</p> <p>Universities, Institutions, Research Groups</p> <p>Public advisory groups</p> <p>Committees/Private Users</p>		<p>requires soliciting and evaluating client feedback and customer satisfaction.</p> <p>Technical presentations to the public will deal with sensitive issues in the area of water and environmental management. The incumbent will understand the issues and present them in an objective manner.</p> <p>The incumbent has the key role of both coordinating and managing client/stakeholder expectations and coordinating and managing the work unit's program to provide Environmental Information products and data.</p>
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**Impact and Magnitude of Job (Scope)**

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

Information and tools produced by the Section affect a medium to large work group within the Department and a large and significant group of external stakeholders. The incumbent has the key role of both coordinating and managing client/stakeholder expectations and coordinating and managing the work unit's program to provide Environmental Information products and data.

Last Review / Update: 2016-03-11

# MJEP

## Benchmark Evaluation - M410-26

### Identification Section

<b>Working Title:</b>	Pharmaceutical Policy Consultant
<b>Ministry:</b>	Health
<b>Division, Branch/Unit:</b>	Strategic Directions, Pharmaceutical Policy and Programs
<b>Reports To:</b>	Director
<b>Levels to D.M.:</b>	4
<b>Job Description:</b>	<a href="#">M410-26</a>
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	<a href="#">M410</a>

### [Organization Chart](#)

(requires login)

### Job Summary

Reporting to the Director, the Pharmaceutical Policy Consultants are responsible for working with internal and external stakeholders as a liaison to provide policy consistency and program support in the identification, ongoing review and development of pharmaceutical policy and initiatives in order to provide cost-effective, accessible and equitable pharmaceutical strategies to Albertans. Position negotiates GoA positions with other jurisdictions to achieve consensus on important pharmaceutical solutions.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI3 304	E4 43% 132	E2C 115	551

Short Profile: P1

### Evaluation Rationale

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**Know-How:**

- F:** The position requires significant knowledge of pharmaceutical and drug monitoring policies, the industry and stakeholders, current issues, and theoretical knowledge of policy development, stakeholder consultation, policy implementation, and maintenance. To stay current in pharmaceutical developments, ongoing registration is required.
- I:** The position is one of several similar positions assigned to particular pharmaceutical policy projects that research and monitor hundreds of drugs annually. The work of this position must be integrated with the research performed by the other positions in the branch, however all are concerned with a homogeneous area of expertise. The “I” rating appropriately recognizes the narrow area of expertise in which this position works.
- 3:** Position works both independently and collaboratively as team with colleges and universities as well as other stakeholders that deliver pharmaceutical drugs to Albertans. Resolving issues and obtaining agreement on policies surrounding health care and the distribution of drugs in the province to members of the public is complicated, and requires the position to use a senior level of skills in the areas of facilitation and negotiation to gain agreement among the stakeholders.

**Problem Solving:**

Position works within a politically sensitive environment with diverse stakeholders to make recommendations on how to provide cost-effective management of publicly funded drug programs. The position, for the most part, operates beyond the “highest level of operational thinking,” (38%) as it makes recommendations on the delivery of medication in the health system. Influencing others to agree to changes in health legislation requires a high level of problem solving, and the position is constantly re-evaluating and researching delivery methods for pharmaceuticals.

**Accountability:**

- E:** Position works independently within general departmental guidelines to determine how to accomplish goals, achieve concrete outcomes and solve problems. There are other similar position in the branch that may act as a resource or provide assistance if necessary.
- 2:** The position takes a lead role in influencing stakeholders, who are the pharmaceutical industry, public, and health care professionals, and schools.
- C:** Research conducted by the position provides the Division with interpretive and advisory information on existing and emerging issues and trends in pharmaceuticals.

Last Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M410-26

### Identification Section

<b>Working Title:</b>	Pharmaceutical Policy Consultant
<b>Ministry:</b>	Health
<b>Division, Branch/Unit:</b>	Strategic Directions, Pharmaceutical Policy and Programs
<b>Reports To:</b>	Director
<b>Levels to D.M.:</b>	4

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

An overriding strategic priority for Alberta Health and Wellness is fundamental reform of the public health system to ensure its sustainability for generations to come. Anchored by a focused emphasis on wellness and ‘staying healthy’, the department is striving to provide leadership in realigning the service delivery system so that the needs of Albertans can be addressed in more innovative, appropriate and efficient ways.

Pharmaceutical Policy and Programs Branch provides leadership, advice, and support in the development of strategies, policies, and initiatives to provide accessible, cost-effective, equitable pharmaceutical programs to Albertans. The Branch works closely with internal and external stakeholders to set strategic directions and policies for pharmaceutical issues management in the province and is responsible for setting parameters, managing and monitoring projects, agreements and other activities related to the provision of pharmaceuticals in the province of Alberta.

Reporting to the Director, the Pharmaceutical Policy Consultants are responsible for (1) the management of issues related to the provision of pharmaceuticals (2) the provision of leadership in projects that focus on innovative, appropriate and efficient ways to ensure sustainability of quality health services (3) the dissemination of pharmaceutical information that supports the Ministry’s activities as they impact the delivery of publicly funded drug programs. The consultants must be able to assess the risk and be able to mitigate the risk in the advice provided to the Minister and Deputy Minister on strategic positions. (4) working with internal and external stakeholders as a liaison to provide policy consistency, program support and pharmacovigilance. The Pharmaceutical Policy Consultants main focus is the identification, on-going review and development of pharmaceutical policy and initiatives in order to provide cost-effective, accessible and equitable pharmaceutical strategies for Albertans.

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## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Provide leadership in order to co-ordinate and direct the development and on-going review of policy, strategies and initiatives in partnership with internal and external stakeholders which will enhance cost-effective, pharmacovigilance and equitable pharmaceutical programs to Albertans.

Develop strategic directions and responses to health care issues, specifically pharmaceutical issues, to sustain required health care programs.

Provide project management support to multi-stakeholder or ministry wide initiatives.

To support efficient and continuous development and re-assessment of pharmaceutical programs to ensure sustainability.

Collect, synthesize, and analyze pharmaceutical information and trends to ensure alignment of policies to reflect government direction.

Be able to take an expansive, long-term view in assessing options and implications that result in changes to existing services and programs thorough analyses of possible strategies and approaches. Be able to identify associated risks and be able to provide strategies to mitigate those risks.

Provide support and advice to the Minister, Deputy Minister, Executive Director and/or Director in the development of Alberta's position on new pharmaceutical issues of strategic importance.

Provide a liaison for Alberta Health and Wellness and the Minister by establishing alliances with other governments, industry, professional associations, and the medical and academic research community.

Lead and manage projects to support multi-stakeholder or ministry-wide initiatives.

Provide policy support to ministry-wide and cross-ministry initiatives including the ministry's three-year business plan and the cross-ministry Health Sustainability Initiative.

Establish and maintain positive working relationships with key stakeholders and in particular senior officials from other jurisdictions. Collaborate with other provincial and territorial jurisdictions to put national pharmaceutical strategies in place to enhance the comprehensiveness, efficiency and effectiveness of publicly funded drug programs.

Represent Alberta Health and Wellness in provincial and national forums with respect to pharmaceutical matters. Negotiate positions with other jurisdictions to ensure support for Alberta's positions. Collaborate with others to achieve potential consensus on important solutions.

Take a lead role in work with research organizations with a view to influencing their research, agenda by identifying and communicating the needs of the Government of Alberta with respect to drug related research.

Develop policy advice and strategies for the pharmaceutical component of programs for chronic disease management.

Facilitate efficient and effective resource management through active participation in clinical outcomes studies, clinical application panels and new drug/technology evaluation committees.

Provide direction to partners in pharmaco-economics, health economics and outcomes research.

Provide clinical pharmacy support to promote safe and effective drug therapy in patient care.

To facilitate and participate in life-long learning.

Keep abreast of current and emerging pharmacy practice issues, best practice strategies, and developments in drugs/technology.

Maintain a high standard of professional competence from experience and the on-going acquisition of information and skills.

Promote co-coordinated interdivisional approaches in response to emerging issues.

Provide pharmaceutical policy perspective to support the implementation of integrated information systems, including the Pharmaceutical Information Network and the Electronic Health Record that will support research and improve clinical and management decision making.

As a pharmacist, strive to enhance the integrity of the pharmaceutical profession.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

### Knowledge:

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Extensive knowledge of policy, services, and legislation pertaining to pharmaceutical issues, and more broadly, to medical and health policy, health system management in Alberta and other jurisdictions.

Keen awareness and understanding of the business plan goals of the Alberta government and Alberta Health and Wellness.

Knowledge of government policy development processes and procedures, including impacts of bilateral/multilateral consultation processes.

Experience in project design, development, management and evaluation.

Working knowledge of the tenets of primary health care, including pharmaceutical care, delivery systems and the role of stakeholders.

Knowledge of health economics, health care systems, epidemiology, roles and relationships of pharmacists and other health care providers, and the pharmaceutical industry.

Extensive knowledge of drugs including drug chemistry, pharmacology, utilization, interchangeability, clinical applications of and responses to drug or non-prescription medication therapy.

**Skills:**

Excellent communication skills, both oral and written. Ability to dialogue with individuals from a wide range of professional backgrounds. Ability to maintain effective relationships with multiple stakeholders in a complex environment.

Strong project management skills and experience managing diverse projects with multiple stakeholders simultaneously.

Strong organizational and planning skills.

Creative thinking skills that enable modeling and championing of change to continually improve end results, processes, products and work environment.

Practical approach to problem-solving in a multi-stakeholder environment.

Ability to identify and productively resolve conflicting needs and priorities.

Proven leadership skills.

Excellent qualitative and quantitative skills. Working knowledge of research and evaluation methods.

Strong computer/technical skills.



Customer service orientation.

Knowledge of risk management techniques.

Strong organizational and planning skills.

Proven accuracy in information gathering.

Ability to work effectively both independently and as a member of a team.

**Education:**

University degree in social sciences, economics, law, pharmacy or related discipline and/or Masters degree in health care administration or economics.

Or, equivalent combination of education and several years related experience.

B.Sc.Pharm with experience in diverse pharmaceutical settings.

**Designation/Certification:**

Active membership in Alberta College of Pharmacists.

**Work Experience:**

4 years experience in research and statistical data analysis.

Demonstrated experience in leading strategic initiatives, policy development and management, and research evaluation experience within the public and/or health care sector.

Experience developing and amending policies and working with related legislation.

Proven track record of developing and maintaining effective relationships and partnerships with diverse stakeholder groups.

Demonstrated success in managing complex, multi-faceted issues.

Pharmacists:

demonstrated progressive experience in varied areas of pharmacy practice

expert knowledge of legal/regulatory requirements of pharmacy practice in Alberta

expert knowledge of policies related to the Alberta government-sponsored drug and health benefits plans.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

With the position's progressive experience in varied areas of pharmacy practice, extensive knowledge of policy, services, and legislation pertaining to pharmaceutical issues, and more broadly, to medical and health policy and health system management; the position provides consultative expertise and leadership in the development, assessment, implementation and evaluation of policies, strategies and initiatives to enable Alberta Health and Wellness to reform the public health system to ensure its sustainability for the future. The position facilitates relationships on behalf of branch staff, the public and other internal and external stakeholders. The position utilizes strong communication skills to dialogue with individuals from a wide range of professional and public backgrounds. Strong project management skills enable the position to manage diverse projects with multiple stakeholders simultaneously. The position works both independently and collaboratively as a strong team member.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Pharmaceuticals are constantly being re-evaluated for new indications, or are being developed for complex disease states. An intricate environment involving diverse stakeholders, unique drug characteristics, and disease complexities; necessitates the development of new coverage delivery systems, and disease management and/or drug monitoring systems. In order to make a recommendation to the Minister on the role these medications and how they should be delivered in the health system, a multi-faceted challenge is faced.

A diverse group of stakeholders is encountered daily. The challenge is to work with the various stakeholders in making recommendations to provide cost-effective management of publicly funded drug programs while keeping in mind principles of best practice. The three most challenging and demanding groups are the pharmaceutical industry, the public, and the health care professionals.

The pharmaceutical industry is impacted immensely by drug listing decisions. Therefore, they lobby government representatives extensively. A great deal of diplomacy and discretion is necessary when dealing with this group.

Listing decisions impact the public and health care professionals by determining what products are covered under our publicly funded drug programs. These listing decisions generate many inquiries from the public and health care professionals and often require the response of the Minister.

An obstacle to health care accessibility is perceived when new therapies require more complex treatment and coverage delivery options. The challenge is to be empathetic and attentive to the needs of the public while facilitating an effective and efficient use of resources.

This position requires the ability, skills and experience to tackle challenging problems and issues through use of cross-functional teams brought together to complete time-limited projects. Frequently, extensive collaboration with influential stakeholders (pharmaceutical industry, pharmacists, physicians, Alberta College of Pharmacists, Pharmacists Association of Alberta, Alberta medical Association, College of Physicians and Surgeons of Alberta, Alberta Blue Cross, Regional Health Authorities, Alberta Cancer Board) and use of independent consultants is required. These complexities present challenges to the project manager who must keep the project on time, on budget and meeting assigned objectives.

The depth and breadth of pharmaceutical policy requires the ability to access relevant background information from a wide variety of sources and then provide a thorough and thoughtful analysis for executive and ministerial decision. Research in this complex subject requires an understanding of the dynamic, inter-related aspects of quality medical and pharmaceutical practice, drug plan management, drug patent policy, and investment in research and development. Risk assessment, risk mitigation strategies and management is on-going and must provide consideration for the many diverse contributing factors.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Director, Pharmaceutical Policy and Programs Branch	Daily	<p>Working within framework of assigned policy and planning priorities, provide analyses of key pharmaceutical policies and strategies.</p> <p>Provide legal and legislative support in the development, implementation and management of health policy reform initiatives.</p>

Health Funding and Costing Branch	Monthly	Provide analysis of economic model in order to evaluate the impact of changes to drug plan design.  Support a co-ordinated approach to drug issues.
Legal and Legislative Services	Bi-Weekly	Analyze and present issues for legal advice.  Negotiate, manage, and monitor legal agreements/contracts/grants.
Alberta Netcare	Bi-Weekly	Provide strategic pharmaceutical policy perspective on the Pharmaceutical Information Network, electronic prescribing, and electronic health records.
Policy Branch	Weekly	Provide advice on pharmaceutical policy issues as addressed by Policy Branch, including long term care issues, home care, health care reform and strategic planning
Federal/Provincial Relations Branch	Weekly	Analyze and provide advice to consolidate the position of Alberta Health and Wellness on significant and emerging issues (ex. NPS).  Collaborate with counterparts to achieve consensus on important solutions.
Communications (ECU)	Daily	Articulate strategic direction of pharmaceutical policy and programs.  Provide advice on drug related issues.
<b>External</b>		
Alberta Blue Cross	Daily	Promote the principles of pharmaceutical care/optimal medication usage to optimize

		<p>patient quality of life and clinical outcomes while remaining within realistic expenditures.</p> <p>Communicate clearly and empathically in response to public enquiries regarding the government sponsored drug plans.</p> <p>Collaborative approach to the review and implementation of initiatives to improve the operation of the Expert Committee on Drug Evaluation and Therapeutics and the government-sponsored Alberta Blue Cross drug plans.</p>
Expert Committee on Drug Evaluation and Therapeutics	As required	Implement and articulate to key stakeholders the recommendations of the Expert Committee.
Regional Health Authorities including PWS, ACB	Weekly	<p>Collaborative approach to the review and implementation of initiatives to improve the quality of drug therapy in hospitals and continuing care.</p> <p>Acts as a direct liaison between the branch and the RHA to provide policy consistency and support.</p> <p>Review and implementation of initiatives to improve the management of Alberta cancer drug program.</p> <p>Provide input into the development, implementation and management of the drug program consolidation initiatives.</p>

Senior representatives of Provincial and Federal Ministries of Health	Monthly	<p>Lead and collaborate with other provincial jurisdictions to put national pharmaceutical strategies in place.</p> <p>Represents Alberta Health and Wellness in provincial and national forums with respect to pharmaceutical matters. Provides leadership in F/P/T relations to maintain Alberta's ability to meet local health needs.</p>
Pharmaceutical Industry Representatives	Weekly	<p>Develop and implement disease management strategies and other innovative strategies to improve health outcomes related to drug therapies through strategic alliances.</p> <p>Provide professional expertise in consultations/as a resource to intra-governmental, inter-governmental, stakeholder and client support projects.</p>
Health Care Professionals, including pharmacists and physicians	Daily	<p>Collaborates with members of the health care team to ensure effective participation by pharmacists in primary health care.</p> <p>Respond to strategic issues raised by health care professionals.</p> <p>Ensure perspectives of health care professionals are represented in all policy.</p> <p>As a pharmacist will strive to enhance the integrity of the profession.</p>
Public	Daily	<p>Articulate the strategic direction of pharmaceutical policy and programs in Alberta.</p>

<p>Committees: drug technology research/assessment, drug utilization/marketing/economics, intra-ministry, Cross-functional teams</p>	<p>As Required</p>	<p>Lead in work with research organizations with a view to influencing their research agenda by identifying and communicating the needs of the Government of Alberta with respect to drug related research.</p> <p>Provides a pharmaceutical policy perspective to support the implementation of integrated information systems that will support research and improve clinical and management decision making.</p> <p>Provide clinical pharmacy support to promote safety and appropriate drug therapy in patient care. Promote coordinated interdivisional approaches in response to emerging health care issues.</p> <p>Provide project management support to multi-stakeholder or ministry wide initiatives to sustain required pharmaceutical programs. Collaborate with members of the health care team to promote the principles of pharmaceutical care/optimal medication usage to optimize patient quality of life, and to achieve positive clinical outcomes while ensuring the sustainability of drug benefit programs.</p>
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## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

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The position works independently within general departmental guidelines to determine how to accomplish goals, achieve concrete outcomes and solve problems. The position is responsible to establish relationships with internal and external stakeholders to identify and to work collaboratively to resolve issues. Within the constraints of departmental procedure, the position articulates policies, directives and initiatives to key stakeholders and represents the branch and Alberta Health and Wellness in provincial and national forums. The position has the freedom to conceive, develop, direct, assess and evaluate projects and sub-projects which can assist in the strategies and initiatives necessary for health policy reform.

Last Review / Update: 2016-03-11



# MJEP

## Benchmark Evaluation - M410-27

### Identification Section

<b>Working Title:</b>	Service Delivery Manager, Edmonton City Centre Area
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Regional Delivery Services
<b>Reports To:</b>	Senior Manager
<b>Levels to D.M.:</b>	4
<b>Job Description:</b>	<a href="#">M410-27</a>
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	<a href="#">M410</a>

[Organization Chart A](#)

[Organization Chart B](#)

(requires login)

### Job Summary

Manages the delivery of Income and Employment and Career Development/Students Finance programs and services through staff in the City Centre Area Edmonton. This position provides expert input into establishing priorities, goals, values, missions, and program initiatives and the allocation of resources through the designated area. Reports to a Senior Manager.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI3 304	E3 38% 115	E-1P 132	551

Short Profile: A1

### Evaluation Rationale

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**Know-How:**

- F:** Delivers a considerable and complex program consisting of blended income support and career counselling services. This position's main focus is operational and knowledge is gained through extensive experience.
- I:** This position's business and leadership know how is limited due to the number of management layers through which it reports (4 levels to the Deputy Minister).
- 3:** Position is responsible for delivering a very large program and is responsible for motivating/coordinating worksite staff and dealing with client-related issues that require decision making beyond the line staff.

**Problem Solving:**

This position is provided with the strategic direction and policy framework in which to work. Guidance is readily available from higher management positions. Position also works in an environment in which there is a large amount of legislation to guide activities and the program focus is operational/service delivery.

**Accountability:**

- E-:** Freedom to act is limited as it is the lowest level of management in the organizational structure. The push down on the E recognizes that the number of levels of managerial direction restricts the managerial authority of this position.
- 1:** Position is directing staff for the Edmonton Region that delivers several programs. The position affects the segment of the population that require income support and career counseling for this area. As this is one of several regions, the scope of the position is reflected by a smaller magnitude.
- P:** This position is responsible for the results of the staff in the area. This position is accountable for the program delivery, and management of human, budgetary and program resources.

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**Last Reviewed:**

Last Review / Update: 2015-04-13

# MJEP Benchmark

## Job Description - M410-27

### Identification Section

<b>Working Title:</b>	Service Delivery Manager, Edmonton City Centre Area
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Regional Delivery Services
<b>Reports To:</b>	Senior Manager
<b>Levels to D.M.:</b>	4

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Service Delivery Manager provides strategic and operational leadership in a context of 100+ Employment, Immigration, and Industry (EII) staff members responsible for providing an array of EII programs and services to Albertans accessing services at the Alberta Service Centre in downtown Edmonton. The role involves leading and managing the administration of EII Programs and Services. The Service Delivery Manager is a key position linking the Alberta Public Service Vision and Values to the front line staff members delivering government services including Income Support, Labour Market Information, Career and Employment Services, and an extensive array of Alberta government information and support services to a high need, vulnerable and demanding population of Albertans generally residing in Edmonton's inner core. As a member of the Regional Delivery Manager Team (DMT), the Service Delivery Manager plays a key role developing and coordinating regional practices. This requires identifying emerging issues, assessing and strategizing operational/ tactical initiatives, and leading team based strategies with regional colleagues and the City Centre delivery team.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

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## 1. Lead and Coordinate the Management of EII Programs and Services.

### Activities:

Anticipate emerging programs and service changes and ensure staff access to training.

Translate EII programs, policies and services into deliverables.

Consult and liaise with Managers and Directors of community service agencies.

Identify outmoded service delivery mechanisms, set up processes to review, discard, or refresh redundant and inapplicable procedures or delivery systems.

Lead and manage teams of supervisory and senior staff members responsible for the delivery of EII programs and services.

Accountable for results of program audit procedures ensuring appropriate action and continuous improvement of program administration.

Make final decisions regarding contentious and complex client eligibility and/or program delivery issues.

## 2. Lead Operational Planning and implementation activities.

### Activities:

Strategic leadership of frameworks and procedures to imbed operational priorities into programs and services.

Lead and manage enabling administrative mechanisms (e.g. meeting forums, terms of reference, work planning, decisions and evaluation).

Contribute to regional operational planning, analyze in relation to City Centre service delivery, and organize staff participation in the new operational plan.

Collect operational data, consolidate, interpret, and generate leadership team support.

Assign and monitor responsibilities for the operational plan.

Establish tracking, reporting, and evaluation systems for the operational cycle.

Complete and submit year quarterly and year end reporting through the Area Manager to the Region.

### 3. **Lead initiatives supporting ministry/ cultural shift imperatives.**

#### Activities:

Translate APS vision and values into the work site.

Ensure Delivery Services and Regional/Provincial/GOA values clarification objectives are congruent.

Lead teams through identifying needs to adjust service delivery modes.

Lead teams in establishing frameworks to understand and implement service delivery changes.

Monitor and evaluate progress against agreed upon milestones.

Set up communication, input and outcome processes for initiatives.

Support internal mechanisms to ensure staff training needs are identified and met.

### 4. **Lead Human Resources Management activities.**

#### Activities:

Lead recruitment processes including, reviewing work site staffing needs, analyzing FTE and budget realities and completing staffing requests.

Contribute to interview, hiring, and classification decisions.

Ensure performance management processes such as the Personal Performance Agreement are in place.

Ensure staff members have access to and understand their rights and responsibilities under applicable agreements, legislation, and administrative processes.

Define and assign work duties, leading and supporting position and classification processes.

Handle employee relations issues in accordance with accepted HR practices including performance, staff professional conduct and code of ethics concerns.

Liaise with staff, salary admin, Human Resource, LTDI and related professionals managing staff medical, duty to accommodate, and related issues.

Facilitate resolution of Human Resource concerns as they arise, including rendering judgements as required governing conduct, performance, discipline, dismissal, promotion, transfers, etc.

Liaise with Human Resource Consultants and Managers to address HR specific needs.

## **5. Manage Work Site Occupational Health and Safety.**

Activities:

Responsible to ensure staff have a safe, healthy work environment.

Establish an Area OHS Committee to identify and address OHS needs.

Sign off and support Due Diligence commitments.

Address OHS compliance concerns as identified.

Support Area efforts towards OHS Certificate of Recognition (COR) achievement.

Participate on regional OHS initiatives and ensure Area representation.

Ensure Incident Reporting, follow up and safeguards are in place.

Establish training and emergency preparedness protocols for staff.

## **6. Represent the work site, region, and/or ministry on committees and projects.**

Activities:

Participate as active member of Delivery Manager Team (DMT) and Regional Management Team (RMT) venues.

Cover off Area Manager duties and as required at Senior Management Team (SMT) meetings.

Lead regional best practice and/or supervisory team committees.

Represent the Edmonton region on provincial committees as assigned.

Lead and champion projects on behalf of the region as assigned.

Participate on community partner advisory committees.

Participate on inter-ministry advisory or project committees as assigned.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

### Knowledge

Knowledge of current management and leadership theory.

Knowledge of EII programs and services. Knowledge of current and evolving external community resources, agencies, contracted services, etc.

Knowledge of relevant legislation governing the Public Service and Government Programs.

Knowledge of Service Delivery computerized information systems. Skills in word processing, e-mail and information access through the Internet.

Highly developed communication and mediation skills – to deal with complex, and oftentimes immediate customer needs, including EII ministry stakeholders, community stakeholders, clients, and staff members. Essential communication skills coupled with interpersonal and negotiation skills to foster stakeholder understanding and negotiate resolution.

Skills in balancing the needs of the organization with the demands and perspectives of stakeholders from a wide variety of backgrounds and agendas.

Ability to respond to inner city clients who become hostile, aggressive or depressed due to their circumstances, and to de-escalate tense situations.

Ability to exercise a high degree of independent decision-making in applying professional standards to personal judgement and objectivity in dealing with staff issues, varied stakeholders, situations, and complex circumstances.

Ability to contribute to a high involvement team environment with the Area Manager, regional colleagues, and work units.

Ability to reflect, suspend judgement, and seek further information before reacting or responding to perceived urgencies as the impact of assumptions and decisions are dramatic, either positive or negative, on the work environment.

## Leadership and Business Know-How

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**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Leadership and creativity is required to manage a high performing team looking to the Service Delivery Manager for leadership and support to achieve a shared vision for the direction of the delivery area and a conduit through the Area Manager to the organization at large. In an era of increased volume and complexity of work, the Delivery Manager is called on to identify means to restructure/ rebundle the work, simplify, and choose a course of action with the leadership team that aligns staff work with organizational imperatives. The Delivery Manager supports staff through abrupt and/or involved service delivery changes by working with the leadership team to anticipate potential delivery needs and set up processes to prepare and equip staff members to handle incessant and evolving service delivery demands.

### **Problem Solving**

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Complexity for the Service Delivery Manager is heightened in the inner city due to the multifaceted and imminent issues handled on a daily basis. City Centre has the highest number and percentage of clientele suffering mental illness, substance abuse, homelessness, and lack of personal supports in the province. The Delivery Manager is responsible to establish systems to deliver the constantly evolving and oftentimes competing priorities of organizational and social changes while supporting staff, clients, community, and government stakeholders. Examples of community providers the Manager deals with regularly include: hostels, emergency shelters, city social services, advocacy groups, inner city personal care and health providers, training providers, the police, church groups, and Alberta Justice, to name a few.

### **Relationships/Contacts**

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

<b>Clients</b>	<b>Frequency</b>	<b>Nature &amp; Purpose of Contact</b>
<b>Internal</b>		
Area Supervisors, senior staff, and delivery services staff	Daily	Ensure work is organized and duties are appropriately and effectively assigned to meet



		organizational and operational objectives.
The City Centre Leadership Team including Area Manager, Delivery Manager Colleagues, Business Manager, and Executive Administration staff	Daily/Weekly	Support work at a strategic, tactical, and operational level.
Human Resources Branch staff	As Required	To manage recruitment, staff development, classification, health and safety, and performance management protocols.
Regional colleagues and Program Managers and experts from other divisions	As Required	To facilitate consistent and shared regional operational objectives and ensure the array of programs provided at City Centre meet ministry requirements.
Other Ministries and other government official (i.e. Federal Government)	As Required	To coordinate shared issues as they arise (i.e. transfers of responsibility for shared clientele due to policy or organizational changes.)
<b>External</b>		
Community partners including Inner City Agency Managers and Directors, Training Providers, and Business and Industry Leaders to identify partnership opportunities and identify gaps/ service needs and business objectives to advance mutual goals.	Ongoing	To identify partnership opportunities and identify gaps/service needs and business objectives to advance mutual goals.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

Translating the delivery of EII programs and services directly affects how staff deliver them as well as the type of services Albertans receive. Well managed and led processes result in highly efficient and

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effective service provision with high staff and client satisfaction. City Centre handles about 20% of Alberta Works programming activity provincially. Effective or ineffective translation has implications to Albertans as well as extension politically to all levels of government.

Operational Planning and Implementation is the road map to achieve effective service delivery. Leading a sound process results in clear expectations and a productive work environment aligned with the department's goals.

Leading initiatives supporting APS values and cultural shifts enables staff to actively participate in values based decision making. This flows to community and industry partners who better appreciate how decisions are made and why we do what we do. This mitigates conflict and improves relations with stakeholders.

The appropriate handling of Human Resources issues is a critical arena. Congruent, consistent, and fair HR practices are a key to achieving positive business results.

The Manager's responsibility to ensure Occupational Health and Safety of staff members ensures safeguards are in place to protect everyone. City Centre has a high volume of clientele with behavioural disorders, and /or suffering addictions, Hep-C and HIV positive. Vigilance and Due Diligence ensures everyone is prepared for the inevitable altercations and potential crises that arise on a regular basis.

Last Review / Update: 2015-04-13

# MJEP

## Benchmark Evaluation - M410-28

### Identification Section

<b>Working Title:</b>	Manager, Financial Operations and Reporting
<b>Ministry:</b>	Agriculture and Forestry
<b>Division, Branch/Unit:</b>	Financial Services
<b>Reports To:</b>	Chief Accountant
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	<a href="#">M410-28</a>
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	<a href="#">M410</a>

### [Organization Chart](#)

(requires login)

### Job Summary

The purpose of this position is to manage professional and technical staff involved in the preparation of department and ministry financial statements. Proper controls and procedures must be in place to ensure the Department's capital assets are managed properly, the integrity of the general ledger is maintained, and that there is appropriate insurance coverage under Alberta Risk Management. This position will liaise with and provide direction to department management staff to ensure that proper accounting treatment and policies are applied. Effective relationships with the Agriculture Financial Services Corporation (AFSC) must be maintained to ensure that complex issues relating to the Ministry consolidated financial statements are managed.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI3 304	E3 38% 115	E2+C 132	551

Short Profile: A1

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## Evaluation Rationale

### Know-How:

- F:** Position requires an accounting designation and is responsible for the monitoring, recording, reporting and interpretation of ministry wide financial information.
- I:** Position works in the corporate finance branch to manage a small group of administrative financial professionals. The position maintains ongoing, effective relationships with expenditure officers and key financial contacts in the program areas in the preparation of the financial statements.
- 3:** The physical verification of capital assets requires extensive coordination with Managers throughout the Department to ensure that proper procedures are followed and appropriate action is taken to resolve discrepancies.

### Problem Solving:

Position follows many regulations and works within structured financial reporting processes to ensure timely results for all programs areas, staff and the AFSC. Judgement must be exercised when dealing with unusual or unique situations such as determining whether large purchases should be capitalized or whether certain grant agreements should be accrued and reported in the financial statements.

### Accountability:

- E:** Position acts as an Accounting Officer to ensure that financial statements and capital asset inventories are prepared in accordance with government guidelines, the Financial Administration Act and Generally Accepted Accounting Principles (GAAP).
- 2+:** The push on the 2 reflects that the impact is not only internal to the Ministry but also external to the AFSC, which is a provincial crown corporation that provides loans, crop insurance and farm income disaster assistance to farmers, agribusinesses and other small businesses.
- C:** The advice provided by this position supports the financial activities of the ministry and the AFSC.

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### Last Reviewed:

Last Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M410-28

### Identification Section

<b>Working Title:</b>	Manager, Financial Operations and Reporting
<b>Ministry:</b>	Agriculture and Forestry
<b>Division, Branch/Unit:</b>	Financial Services
<b>Reports To:</b>	Chief Accountant
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

To manage professional and technical staff involved in the preparation of department and ministry financial statements. Ensure that proper controls and procedures are in place to ensure the integrity of general ledger balances and maintain proper procedures and controls for managing the department's capital assets. This position will liaise and provide direction to department management and staff to ensure that proper accounting treatment and policies are applied. Effective relationships with AFSC must be maintained to ensure that complex issues relating to the Ministry consolidated financial statements are managed.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

- 1. Department and Ministry financial statements are prepared on a timely and accurate basis in accordance with legislated requirements and provincial government reporting standards.**

Coordinate completion of tasks and provide guidance and direction in the financial statement preparation process.

Liaise with AFSC on policy and presentation issues to ensure accurate consolidation.

**2. Department capital assets are managed properly and reported correctly in Department financial statements.**

Ensure that the proper policies and procedures are in place to ensure that effective management and control is in place within the department.

Ensure an accurate capital asset inventory is maintained.

**3. Department has appropriate insurance coverage under Alberta Risk Management.**

Ensure that processes are in place to report accurately on department assets that require insurance coverage.

**4. The integrity of the general ledger is maintained.**

Ensure that proper reconciliation and maintenance of all accounts is performed in the general ledger for the department and AFSC.

**5. Transactions are processed in compliance with the requirements of the Financial Administration Act.**

Review transactions as an Accounting Officer and provide certification in accordance with the Financial Administration Act.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

An accounting designation (CA, CMA or CGA) supplemented with 5 - 8 years of progressively responsible financial experience in a government setting. A professional accounting designation (CMA, CGA, CA) is required in order to apply generally accepted accounting principles in the Government reporting environment and to ensure that the preparation of financial statements is governed by ethical and professional standards.

The incumbent is responsible for the monitoring, recording, reporting and interpretation of financial information, which requires the ability to interpret and apply generally accepted accounting principles.

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Diverse financial experience will provide the incumbent with the knowledge and experience to assist in problem solving.

Extensive knowledge of government legislation, policies and procedures (including the Financial Administration Act, Public Sector Accounting Board and Manual of Financial Management) as well as department-specific financial and operational policies and procedures,

In-depth knowledge of generally accepted accounting principles.

In-depth knowledge of government-wide financial reporting requirements.

Working knowledge of government IMAGIS (Peoplesoft) accounting software as well as various software packages (spreadsheet, word processing, database applications).

## **Leadership and Business Know-How**

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Preparation of quarterly and year-end financial statements requires extensive coordination with expenditure officers and key financial contacts in the program areas as well as extensive coordination of activities with ACSC.

Ministry consolidated financial statement preparation requires that guidance and direction be provided to AFSC to ensure that government timelines are met. Also provides standards to AFSC on the submission of financial information to facilitate Ministry Consolidations.

The physical verification of capital assets requires extensive coordination with Managers throughout the department to ensure that proper procedures are followed and appropriate action is taken to resolve discrepancies.

## **Problem Solving**

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

It was necessary to reduce the volume of transactions and reduce the work effort of all individuals (staff in Financial Services, expenditure officers, key financial contacts) involved in quarterly reporting. This required an analysis of the materiality limits for financial accruals and the financial impacts of raising the limits.

The Office of the Auditor General may raise concerns with our systems of internal controls as a result of the annual reviews. These concerns are usually raised within a broad context and require changes to department processes and procedures to resolve.

Processes used in financial statement preparation are constantly under review to improve efficiency and shorten timelines.

The co-location of the Alberta Corporate Service Centre Staff required a redefining of our processes, roles and responsibilities to ensure that processes worked effectively for the department.

The incumbent is responsible to ensure that department and ministry financial statements are prepared in accordance with government guidelines and GAAP. Judgment must be exercised when dealing with unusual or unique situations such as determining whether large purchases should be capitalized or whether certain grant agreements should be accrued and reported in the financial statements.

Processes used to maintain the integrity of the General Ledger are at the discretion of the incumbent. The end result is what is important which will be assessed by the Office of the Auditor General.

Accountable for the completeness and accuracy of the capital asset inventory. Must ensure that program areas are fulfilling their responsibilities as custodians of their equipment and other assets.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal to our Ministry</b>		
Managers, Key Financial Contacts	Quarterly	Interpretation of government financial reporting requirements and GAAP in relation to various program activities in the department and ministry.
Managers, Key Financial Contacts	Daily	Consult to provide guidance and direction on government and department policy relating to financial transactions. In situations of disagreement, work to achieve solutions that achieve program delivery requirements

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		but do not compromise internal controls.
Staff	Daily	Provide supervision and direction.
AFSC	Quarterly	Ensure that AFSC meets reporting requirements for the consolidated ministry financial statements.
<b>External to our Ministry</b>		
Alberta Finance	As required	Consultation on complex financial reporting requirements for the consolidated ministry financial statements.
Office of the Auditor General	Annually and as required	Liaise with OAG staff during annual audits, providing clarification and documentation to support department financial results. Provide department response to audit issues and implement recommendations.
Service Alberta	As required	Ensure the needs of the department are met by ACSC to ensure the integrity of the general ledger is maintained. As the key operational contact with ACSC ensure that revenue and expenditure transactions are processed in accordance with department requirements. Manage the service-level agreements and negotiate with ACSC managers as required.
Cross Minister Committees	As required	Represent the department on various committees established to deal with financial reporting issues.
<b>External to GOA</b>		
IBM-PSC	As required	Resolve problems with the IMAGIS financial system.

Implementation of new programs in the department often requires the interpretation of GAAP and government policies to resolve financial reporting issues i.e. on what basis will liabilities be accrued. Professional judgment may be required because situations may be unique.

The resolution of business situations presented by program managers requires a combination of past experience and judgment in interpreting GAAP and government policy to provide solutions. Accounting for unusual transactions not guided by existing policies and creating methodologies to meet research project reporting needs requires liaison with FARS and the use of other research techniques to achieve an accurate outcome.

## **Impact and Magnitude of Job (Scope)**

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The timely and accurate preparation of financial statements impacts on the entire government consolidation of financial results. Legislated requirements for the timing of the release of quarterly and annual financial statements must be met. Furthermore the work carried out by this position is relied upon by the Minister in signing the Accountability Statement and the Deputy Minister in signing the Management's Responsibility Statement in the Annual Report.

The Office of the Auditor General reviews financial Statements annually. If irregularities are detected, adjustments will be required and will be reported to senior management.

The incumbent must develop processes and policies to be used by all program areas, staff and AFSC, which will ensure accurate and timely results.

The scope of this position is department-wide and externally focused. This position is involved in cross-government committees that deal with solving internal control issues raised by the OAG and also recommending financial policy changes for the Government of Alberta.

Last Review / Update: 2016-03-11

# MJEP

## Benchmark Evaluation - M410-29

### Identification Section

<b>Working Title:</b>	Assistant Branch Head, Meat Inspection
<b>Ministry:</b>	Agriculture and Forestry
<b>Division, Branch/Unit:</b>	Regulatory Services Division
<b>Reports To:</b>	Head, Meat Inspection Branch (SM)
<b>Levels to D.M.:</b>	4
<b>Job Description:</b>	<a href="#">M410-29</a>
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	<a href="#">M410</a>

### [Organization Chart](#)

(requires login)

### Job Summary

Reporting to the Branch Head of the Meat Inspection Branch, Regulatory Services Division (RSD), this position provides assistance to the Branch Head to deliver an effective and efficient provincial meat inspection program. The program involves supervising the slaughter and processing of meat in provincially licensed meat facilities. This position supports the administration, development and training aspects of the program including managing the Meat Inspection Branch (MIB) Meat Facility Audit Program.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
EII3 304	E3 38% 115	E-1P 132	551

Short Profile: A1

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Classification: Public



## Evaluation Rationale

### Know-How:

- E:** Requires technical knowledge in: meat slaughter and processing, food safety and HACCP principles and programs, animal welfare, the Alberta livestock industry, and financial and human resource policies. Position also must have extensive knowledge of legislation governing these areas.
- II:** Position leads a small group of technical staff who regulate meat processing facilities across the province. The II recognizes the position's need to provide leadership for a variety of issues that meat processing plants face across Alberta. A "I" rating is not sufficient, given the level of integration required to manage each of the plants' needs for education, inspection, regulation, and guidance. The position develops, delivers and evaluates the meat inspection training program, acts as a mentor for trained meat inspectors, and coordinates branch research.
- 3:** Manages and leads staff. Develops and maintains partnerships with a variety of internal ministry staff and external agencies and industry representatives.

### Problem Solving:

The position must be proficient at finding innovative solutions to a variety of scenarios, which include reducing the number of OH&S issues, ensuring consistency of inspections conducted, legislation interpretation, and staffing and financial issues. Because this is a highly regulated program, and there are many regulations that pertain to meat inspections, the position is not rated at a 43%. The 38%, the highest level of operational thinking, is more reflective of what the job encounters for the most part.

### Accountability:

- E-:** Decisions made are fairly prescribed within guidelines and regulations, and receives divisional, ministry and provincial government organizational direction. There are resources within the branch with which the position can collaborate.
- 1:** Position has a direct impact on a small unit of the ministry--the meat inspections branch staff—as well as a small segment of stakeholders involved in meat processing facilities in Alberta.
- P:** Position is solely accountable for the management and effective delivery of the meat inspections program.

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Last Review / Update:  
2016-03-11

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# MJEP Benchmark

## Job Description - M410-29

### Identification Section

<b>Working Title:</b>	Assistant Branch Head
<b>Ministry:</b>	Agriculture and Forestry
<b>Division, Branch/Unit:</b>	Regulatory Services Division, Meat Inspection Branch
<b>Reports To:</b>	Head, Meat Inspection Branch (SM)
<b>Levels to D.M.:</b>	4

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Branch Head of the Meat Inspection Branch, Regulatory Services Division (RSD), this individual provides assistance to the Branch Head to deliver an effective and efficient provincial meat inspection program. The program involves supervising the slaughter and processing of meat in provincially licensed meat facilities. This position supports the administration, development and training aspects of the program including managing the Meat Inspection Branch (MIB) Audit Program.

The position is responsible for:

Managing the MIB Meat Facility Audit Program.

Assisting with the development and implementation of training programs for meat inspectors.

Assisting with the development of RSD's Directives and Procedures ("directives") for the Meat Inspection Branch. These directives provide staff with a read-reference for guidance on RSD policy.

Assisting with the monitoring of and resolution of occupational health and safety issues as they arise within RSD.

Contributing to the efficient deployment of branch human and financial resources.

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Facilitating the consistent and effective implementation of the Meat Facility Standards (MFS), including processing controls and other Hazard Analysis and Critical Control Point (HACCP) principles.

Coordinating research and surveillance activities, in partnership with the Food Safety Division.

Performing special projects on behalf of the Branch Head as required.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

- 1. Established program in place for partial and annual food safety system audits of all AAFRD licensed meat facilities. The program will ensure continued excellence in food safety by ensuring that AAFRD licensed meat processing facilities adopt and are in compliance with the Meat Facility Standards including food safety process control systems.**

### Achieved by:

Managing the development, implementation and maintenance of the MIB Meat Facility Audit Program.

Supervising MIB Branch Audit Team.

Ensuring staff has the knowledge, skills and resources needed to do their job effectively, safely and with satisfaction.

Identifying beneficial professional and personal development training for staff.

Utilize performance measurement tools, such as interim and annual performance appraisals and staff surveys.

- 2. Established programs in place for formal on-the-job training programs for all meat inspectors (including both entry-level and trained meat inspectors), which are based on legislative requirements. Programs will ensure that inspectors have sufficient and current knowledge to ensure a high level of food safety of Alberta meat products.**

Developing and updating training manuals.

Preparing and delivering classroom modules, including audiovisual components, for entry-level meat inspectors and developing and completing evaluation tools (exams).

Coordinating practical (hands-on training) in various meat facilities.

Preparing and delivering ongoing professional training for meat inspectors.

Organizing alternative arrangements for delivery from other agencies and divisions, such as Food Safety Division (FSD).

**3. "Directives and Procedures Manual" (directives) prepared for the branch, and used by all of RSD, to provide direction on issues of policy, to ensure a consistent approach by staff throughout the branch.**

Developing and implementing directives on a timely basis as per RSD protocol.

Preparing, distributing and tracking of directives.

Coordinating and instructing RSD personnel.

Monitoring and verifying implementation of the directives.

**4. Effective and timely resolution of human resource issues, including occupational health and safety issues, as they arise within the branch, resulting in a highly skilled, motivated, and productive staff.**

Taking appropriate and timely action in providing leadership, mentoring, and strategic direction.

Ensuring staff have the knowledge, skills and resources needed to do their job effectively, safely and with satisfaction.

Identifying beneficial professional and personal development training for staff.

Utilize performance measurement tools, such as interim and annual performance appraisals and staff surveys.

**5. Consistent and effective implementation of the Meat Facility Standards, including HACCP-based food safety process controls, in partnership with FSD.**

Monitoring delivery of the inspection program, ensuring that provincially licensed plants receive consistent, effective and efficient meat inspection services.

**6. Coordinate research and surveillance activities, in partnership with the FSD.**

Leadership role for the evaluation of requests for the collection of samples for surveillance and research projects.

Providing input and contributing branch resources for surveillance projects, in partnership with FSD.

Partnerships and working relationships with a variety of internal and external stakeholders are developed and maintained, which involves:

Working with other AAFRD staff to address industry issues, such as food safety, animal welfare and disease control issues.

Liaising with external organizations (e.g., CFIA, CCIA, ASPCA and Regional Health Authorities) to address issues of concern.

Ensuring branch activities, projects and programs follow a project management process (i.e. identify industry needs; assess priorities; establish cooperators; develop a multi-disciplinary solution; implement and follow through on the communications; and assess results).

Integrating staff and/or other experts into project teams that use a systems approach to developing solutions, information, and programs.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

### Knowledge Required:

Leading and managing people, staff and clients.

Meat slaughter and processing legislation governing the industry.

Food safety and HACCP principles and programs.

Alberta livestock industry, including its culture, commerce, and practice.

Animal welfare legislation, including humane handling of livestock.

Relevant occupational health and safety programs.

Emergency preparedness, planning and response.



Financial and human resources policies of AAFRD and the Government of Alberta.

### **Skills Required:**

Excellent communication skills.

Ability to provide vision and leadership to a diverse group of staff.

Understanding of motivation, management and planning processes.

### **Work Experience:**

Extensive experience working in the agriculture industry in a governance role.

Minimum of ten years of experience in the supervision of employees.

Experience in the management of multi-disciplinary teams.

### **Education:**

Secondary school (high school) diploma.

Post-secondary degree in a related field (e.g. food science, food safety, agriculture, etc.) is preferred.

The combination of education and work experience will be considered.

Management training will be assessed.

## **Leadership and Business Know-How**

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

This position requires:

Leadership in the management of branch staff.

Development, delivery and evaluation of the meat inspection training program (training for new meat inspectors, and ongoing professional development for trained meat inspectors).

Providing leadership, mentoring, and strategic direction through development, preparation and issuance of directives.

Coordinating and instructing RSD personnel.

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Identifying beneficial professional and personal development training for staff.

Coordinating research and surveillance projects.

Developing and maintaining partnerships and working relationships with a variety of internal and external stakeholders.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Problem solving skills are required. The individual must be proficient at reasoning innovative resolutions to unique situations. Solutions must respect RSD directives, legislative requirements, AAFRD business goals and policies, and Government of Alberta protocols. Examples of typical problem-solving scenarios include:

Resolution and reduction of human resources and occupational health and safety issues.

Providing effective and consistent inspection to resolve food safety issues.

Interpretation and application of legislative requirements.

Effective implementation of the MFS and HACCP principles.

Responsible administration of branch human and financial resources.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal to AAFRD</b>		
RSD Director, other RSD management and staff, FSD management and staff, AAFRD Human Resources staff	Daily	Providing sound policy for related operating programs, resolving issues, accurately providing service delivery, and

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		discussing appropriateness of legislative requirements.
<b>External to AAFRD, but internal to the Alberta Government</b>		
Alberta Health and Wellness, and Regional Health Authorities	Ongoing (as needed)	Open communications for ongoing liaison to discuss food safety issues.
Alberta Environment	Ongoing (as needed)	Open communications for ongoing liaison to discuss environment protection issues.
<b>External to the Alberta Government</b>		
Industry Representatives	Ongoing (as needed)	Open communications to support harmonization and cooperative efforts of meat inspection programs.
Canadian Food Inspection Agency (CFIA)	Ongoing (as needed)	Open communications to support harmonization and cooperative efforts of meat inspection programs.
Industry related organizations (Alberta Food Processors Association, CCIA, ASPCA, etc.)	Ongoing (as needed)	Open communications with industry representatives for ongoing liaison to discuss issues of concern.
Olds College	Ongoing (as needed)	Open communications with a teaching institution.
University of Alberta	Ongoing (as needed)	Open communications with a teaching institution.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

This position is guided by broad RSD, AAFRD and Government of Alberta organizational direction. Management direction will be provided to guide development of goals established by the Branch Head and the Director of RSD. This position is accountable to and through the Branch Head for significant activities and resources to achieve results. The RSD Operational Plan and Branch Operational Plan are established based on Goals 1 and 2 of the AAFRD Business Plan. Broad managerial direction and policies guide the following position responsibilities:

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Program development and ongoing training for professional development of meat inspectors.

Development of directives.

Facilitating consistent implementation of sound inspection and food safety principles.

Coordinating research and surveillance activities.

Monitoring and resolving human and financial resource issues.

The RSD directives and operational goals guide all RSD staff. Legislative requirements, AAFRD and Government of Alberta policies and business plans also serve as parameters for the individual's actions.

The stakeholders are communicated with on an ongoing basis. Resolutions to issues are collaborated on. Policy decisions as issue solutions affect stakeholders. Stakeholders include:

Provincially-licensed meat facility operators.

Alberta Health and Wellness, and Regional Health Authorities.

Alberta Environment.

Industry representatives.

Canadian Food Inspection Agency (CFIA).

Industry related organizations (Alberta Food Processors Association, CCIA, ASPCA, etc.).

Livestock producers.

Albertans in general.

Last Review / Update: 2016-03-11

# MJEP

## Benchmark Evaluation - M410-20

### Identification Section

<b>Working Title:</b>	Manager, Operations Support
<b>Ministry:</b>	Service Alberta
<b>Division, Branch/Unit:</b>	Information Technology Services
<b>Reports To:</b>	Head, GoA Domain Branch
<b>Levels to D.M.:</b>	4
<b>Job Description:</b>	<a href="#">M410-20</a>
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	<a href="#">M410</a>

### Job Summary

Reporting to the Head, GoA Domain Branch, the position manages three teams (Server Operations, Storage Operations and Active Directory System) for three ministries as well as being involved in planning, designing and implementing IT solutions for the transition of new ministries to the GoA domain.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI3 304	E3 38% 115	E2+C 132	551

Short Profile: A1

### Evaluation Rationale

#### Know-How:

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- F:** Requires expert knowledge of servers and server storage technology as well as Active Directory Systems, Enterprise Server networking. Responsible for developing disaster recovery strategies for the services managed, develop shared change management processes with outsourced vendors, develop strategies, utilizing new technology, to drive down operating costs.
- I:** Plans and manages the production environment for the three project teams and contract staff providing one aspect of IT service delivery in one functional area. Must be able to understand and evaluate ministry needs to propose IT plans to senior management at several different ministries.
- 3:** Deals with senior IT staff of each ministry, senior staff of the different vendors to validate conceptual design of solutions, provide expert advice.

### **Problem Solving:**

The thinking challenge is characterized by managing functional practices and procedures for new advanced IT (Enterprise Storage) and the backbone of the government's computing power (OS). Responsibility for the architecture of our environment to ensure we manage/mitigate risk and able to recover IT failures. Responsible for effectively restoring information technology services on a 24/7 basis, in a multi-ministry environment. Problem solving involves keeping abreast of technological developments and issues, designing ministry-specific solutions while keeping control of costs.

### **Accountability:**

- E:** Role is subject to Service Level Agreements, but has latitude to design the IT solutions, assign staff and organize the technical environment.
- 2+:** The push on the magnitude is to recognize that the service is provided on a 24/7 basis for all ministries. If a failure occurs, restoration must be quick.
- C:** It supports the operations of the servers and storage operations for several ministries).

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### **Last Reviewed:**

Last Review / Update: 2015-02-05

# MJEP Benchmark

## Job Description - M410-20

### Identification Section

<b>Working Title:</b>	Manager, Operations Support
<b>Ministry:</b>	Service Alberta
<b>Division, Branch/Unit:</b>	Information Technology Services
<b>Reports To:</b>	Head, GoA Domain Branch
<b>Levels to D.M.:</b>	4

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The GoA Domain is the new organization set up to support the common IT functions for Ministries. This position is part of the management team for the GoA Domain and will manage three production teams (Server Operations, Storage Operations and Active Directory System or ADS). Beyond ensuring our GoA Domain customer Ministries receive reliable service, this position will be key in planning, designing and managing the solutions for the transition of new Ministries to the GoA Domain as well as daily operations and service delivery to existing non-GoA Domain customers. This is a temporary position pending the appointment of an ICT Services Coordinator.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Smooth operation of the production environment managed by these three teams for the current GoA Customer Ministries of: Infrastructure, Innovation and Science plus Health and Wellness.

Plan and manage the production environment (staffing, budgets, processes, procedures) for these teams for the implementation of the new Ministries into the GoA Domain. This current list includes: Municipal Affairs, Finance and Revenue, Environment plus Sustainable Resource Development.

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Provide a smooth operating environment managed by these teams for the ministries that utilize our services, but are not yet part of the GoA Domain, for example, the various Ministries utilizing the Active Directory Services (ADS).

All three of these outcomes are achieved by providing the leadership and technical know-how for these IT specialists to work together and to cooperate with the external stakeholders, outsourced vendors and governance agencies. Considerable creativity is required to deal with this growth, utilizing appropriate new technology in this time of no or little new money and staff resources.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

This position requires an extensive knowledge of IT, specific knowledge of processes and services offered by the centralized IT operations functions delivered from the Neil Crawford Provincial Centre and Calgary Data Centre, plus considerable experience managing and leading IT staff. Simply put, this position requires the earned respect and cooperation of the staff this position supervises; these staff are the top specialists in the government for the technologies that they manage. Examples include:

Develop Disaster Recovery strategies for the services managed by these teams.

Develop shared change management processes with the outsourced vendors that are contractually responsible for servers that are now part of the GoA Domain.

Develop strategies, utilizing new technology, to drive down our operating costs, while scaling the environment to support the new Ministries joining the GoA Domain.

## Knowledge Required:

In-depth IT knowledge to guide the production and support of the server and mainframe services provided by the server, storage and ADS teams. This position is responsible for managing staff in these teams supporting: Windows Active Directory, domain name resolution (DNS, DHCP and WINS), Enterprise Server networking, system automation, event/job scheduling and Enterprise host printing areas. The server team supports a growing server farm, currently at 300 servers and two mainframes. The Storage Team's responsibility has increased from 3 Terabytes to 13 Terabytes in the last 10 months, and will continue to grow. The management of this growth, with no increase in staff is a major challenge. Support for specific products includes planning, installation, maintenance, and problem solving; as well as ensuring seamless technological interfaces with other products and platforms. The position provides upper management with the technical expertise required to evaluate hardware and software infrastructure and proposals.



**Skills Required:**

Ability to prepare and present comprehensive plans to upper management.

Strong interpersonal and communication skills.

Strong customer focus.

Excellent supervisory skills in managing a group of top IT specialist.

Expenditure officer skills.

Project planning and superior technical abilities.

Expert level knowledge and understanding of IT service delivery and the associated technologies supported and its interface with other software and related hardware platforms. This knowledge must span the mainframe and server environments.

Broad knowledge of related technology trends and developments.

Ability to assess the impact of technology changes.

Ability to manage the implementation of a wide variety of software and hardware.

**Education/Training Required:**

Typically a university degree with continued training, both classroom and conferences, to maintain currency in the relevant technologies.

**Work Experience Required:**

At least 10 years of progressive management and technical experience in the IT field, specifically related to the technologies and responsibilities of this position.

**Leadership and Business Know-How**

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

This management resource initiates activities, determines the priorities and effectively allocates manpower resources between the teams of senior technical resources, who are responsible for the delivery of information technology services on a 7x24 basis for this multi-ministry environment.

This position is responsible for effectively restoring information technology services (in the case of a disaster) and as such has the authority to initiate vendor activities, internal activities and any client actions that might be necessary.

This position is accountable for technologies that provide government-wide multi-ministry IT service delivery; as such, expectation is implied and demanded for a highly reliable, highly available and responsive IT delivery model.

To develop, implement and manage the 'best practices' for the services managed by this position.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

One of the most difficult and challenging tasks is the responsibility for the architecture of our environment to ensure we manage/mitigate risk and are able to recover from IT failures of our hardware or software.

Another challenging task is to get staff adequately trained to support ever changing IT technologies with limited training budget and restriction of sending staff to major conferences in the States to learn about latest IT technology developments and announcements.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Senior IT staff of each Ministry	Daily contact with senior customer staff if there were operational issues involving our services. As new Ministries join the GoA Domain, formal contacts are via weekly project meetings, but the working contacts are daily.	Current, or are planning to be, customers of the GoA Domain.

Senior staff of different vendors		Currently supply, or may supply, goods or services to the Neil Crawford Provincial Centre.
<b>External</b>		
Number of customers for the provision of service such as the External Domain (Alberta Safety Council, Travel Alberta).	Tends to relate to new requirements. These contacts are by e-mail, phone and/or face-to-face. In the case of meetings with our Calgary staff, the contact tends to be by videoconference.	<p>Exchange information.</p> <p>Validate conceptual design of solutions.</p> <p>Advise/Consult based on expert knowledge, background and experience.</p> <p>Work together and share responsibility with the contact(s) for achieving a mutually assigned goal.</p> <p>Negotiate with the contact in order to promote purchase or sell an idea or product.</p> <p>Instruct or tell the contact to accomplish a specific assigned goal.</p>

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

IT services for the entire Government of Alberta are impacted by the decisions of this position. Outages, or slow response have a negative impact on the program areas ability to do their daily work.

The fact that we continue to add Ministries to this environment imply that the focus of this position goes beyond operating the environment, to include the scalable design to meet the needs of each Ministry as it joins the GoA Domain.

The teams managed by this position support the key components of the common IT systems for the Government of Alberta. These services must be available 24x7 and if a failure occurs, the restore must be quick. This position has considerable leeway in designing the environment and implementing solutions within the Edmonton and Calgary computing facilities.

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It is a credit to the reputation of this team that the Ministry of Health and Wellness is wishing to transition over \$12 million of annual work from IBM to this team.

Last Review / Update: 2015-02-06

# MJEP

## Benchmark Evaluation - M410-19

### Identification Section

<b>Working Title:</b>	Manager, Research and Evaluation
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Service Quality
<b>Reports To:</b>	Senior Manager, Standards and Practices Unit
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	<a href="#">M410-19</a>
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	<a href="#">M410</a>

### Job Summary

This position works within the Standards and Practices Unit, which defines provincial standards, assesses compliance, evaluates programs and policies, and assists with quality assurance activities that contribute to the well-being of children, youth, and families. Reporting to the Senior Manager, Standards and Practices Unit, this position is responsible for the evaluating function of the ministry, including the multi-year evaluation plan and budget, as well as the research function of the Service Quality Division. It ensures that the Ministry has access to current, relevant, and reliable research information on existing and emerging issues and trends that may impact the development of policy and the outcomes of child welfare services.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI3 304	E4 43% 132	E2C 115	551

Short Profile: P1

### Evaluation Rationale

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**Know-How:**

- F:** Requires expert knowledge of applied social research, which includes design and methodology, qualitative and quantitative data collection and analysis techniques, statistics and database development and management, formative and summative evaluation techniques, evaluation frameworks and program logic models. In addition to theoretical knowledge, the position must stay up to date on child welfare trends such as bullying, family violence, and children with disabilities.
- I:** The Manager must define provincial standards of delivery for ten regions. It integrates programs in a related area. It is not rated as a II as child welfare is a single program and is not ministry-wide.
- 3:** The position partners with ten regional Family and Child Service Authorities and motivates their program compliance. It is also responsible for negotiating and managing service agreements with consultants.

**Problem Solving:**

The manager works within the strategic realm of planning which involves complex research, analysis and evaluation of programs. The manager defines provincial standards for program delivery by identifying priorities and designing and implementing evaluation projects and participatory mechanisms for stakeholders. It is assisted by legislation, ministerial policies, and business and operational plans. The position is not rated at the 50% level of Problem Solving as it is not involved in original, applied or lab research.

**Accountability:**

- E:** This position identifies priorities and determines the content of the Ministry's multi-year evaluation plan and budget in consultation with executive management. It identifies research priorities, develops project work plans, and represents the ministry on evaluation projects involving partnering ministries and other stakeholder organizations independently.
- 2:** The Manager's contribution to the ministry's evaluation plan impacts ministry staff involved in policy and program development as well as staff involved in the delivery of services by generating information that can be used as the basis for decision making. Ministry staff involved in funding decisions are also impacted by the information generated on program performance and cost effectiveness by this position.
- C:** Research conducted by the Manager provides the Child Welfare Branch, Service Quality Division, and ministry with information on existing and emerging issues and trends in the field of child welfare and contributes to ministry decision-making.

# MJEP Benchmark

## Job Description - M410-19

### Identification Section

<b>Working Title:</b>	Manager, Research and Evaluation
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Service Quality
<b>Reports To:</b>	Senior Manager, Standards and Practices Unit
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Standards and Practices Unit is responsible for defining provincial standards, assessing compliance, evaluating programs, policies and legislation, and assisting with quality assurance activities Reporting to the Senior Manager, Standards and Practices Unit, the Manager of Research and Evaluation is responsible for:

the evaluation function of the Ministry of Children's Services, including the Ministry's multi-year evaluation plan and budget; and

the research function of the Service Quality Division.

The incumbent is responsible for ensuring that the results of evaluations directly address the information requirements of the Ministry and contribute to the well-being of children, youth, and families, and for ensuring that the Standards and Practices Branch, the Service Quality Division, and the Ministry have access to current, relevant, and reliable research information on existing and emerging issues and trends that may impact the development of policy and the outcomes of services to children and families in Alberta. The incumbent is responsible for direct supervision of the Research Specialist.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and**

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**what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Initiate processes that enable the Ministry to identify existing and emerging evaluation priorities.

Coordinate the development of the Ministry's multi-year evaluation plan and budget to ensure that priorities are identified and funding is available.

Manage the budget for the evaluations included in the Ministry's multi-year evaluation plan to ensure funding is maximized and accountabilities can be met.

Lead and support evaluation projects and provide technical advice on major evaluations conducted by or on behalf of -the Ministry to ensure that Ministry goals are met and results lead to increase in quality of service and better outcomes for children.

Assemble and chair evaluation working groups and stakeholder committees comprised of representatives from other branches, departments, organizations, agencies, and stakeholder groups to ensure that stakeholders feel involved and knowledgeable so they are able to implement the recommendations.

Support evaluation projects and provide technical advice to the Child and Family Service Authorities to assist them in developing their own expertise.

Enhance the capacity of the Ministry to utilize evaluation processes to report on key outcomes.

Report status and findings of evaluation projects to the Ministry, partnering Ministries and other organizations and stakeholder groups so that the results can be used by all Ministry partners to enhance service quality.

Develop evaluation frameworks, strategies, and plans in consultation with working groups and stakeholder committees to ensure that projects follow acceptable evaluation principles.

Initiate the development of Ministry evaluation procedures and control the quality of evaluations initiated by or on behalf of the Ministry to ensure evaluation outcomes are sound and can be relied upon to make sound decisions regarding Services.

Represent the Ministry on evaluation projects involving partnering Ministries and other stakeholder organizations to ensure that the Ministry's views are considered.

Manage the research function of the Service Quality Division and ensure that the Director of Child Youth and Family Enhancement and the Assistant Deputy Minister of Service Quality are informed of issues and trends in the field of services to children and families.

Collaborate with Ministry staff to identify needs for analytical research projects that will inform and support the Director of Child Youth and Family Enhancement the Assistant Deputy Minister of Service Quality.

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## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Graduate degree in the social sciences.

Minimum four (4) years of experience managing evaluations involving legislation, regulations, policies, programs, and initiatives designed to enhance the well-being of children, youth and families.

Experience conducting evaluability assessments, implementing formative and summative evaluation techniques, and developing evaluation plans, frameworks, and program logic models.

Knowledge of social research design and methodology, qualitative and quantitative data collection and analysis techniques, statistics, and database development and management.

Extensive project management experience and the ability to manage complex and politically sensitive projects.

Strong organizational and interpersonal skills and the ability to lead multi disciplinary project teams.

Knowledge of Children's Services legislation and Ministry policies, programs, and Business Plan.

Familiarity with trends in the field of child protection research.

Familiarity with the Ministry's performance measures and outcome frameworks.

Exceptional written and verbal skills.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

**Partnership Skills:** ability to negotiate, mediate and build consensus to achieve results when working with multi-disciplinary teams and steering committees comprised of representatives from other branches, departments, organizations, agencies, and stakeholder groups.

**Teamwork:** ability to build effective linkages and alliances, manage group dynamics, and work cooperatively to achieve goals in a team based environment.

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**Client Focus:** ability to identify needs and priorities and plan/implement projects that address the needs of the Ministry and its stakeholders.

**Communication Skills:** ability to communicate complex concepts to a variety of audiences.

**Strategic Orientation:** ability to anticipate, identify and analyze trends and issues, and develop strategic response options in consultation with Ministry staff and external stakeholders.

**Leadership Skills:** ability to coordinate the work of diverse stakeholder groups and supervise/manage staff.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Overall problem solving is the amount and nature of the thinking required in the job in the form of analyzing, reasoning, Evaluation, creating, using judgement, forming hypotheses, drawing inferences and arriving at conclusions.

Provide examples of difficult or challenging situations your job is typically expected to handle. What resources are available (i.e. legislation, policy, precedents)?

Assess competing priorities, mediate differing perspectives and arrive at win-win situations for all parties. Example: Required when identifying Ministry evaluation priorities and developing the multi-year evaluation plan and budget.

Establish and adhere to operational goals and establish project timelines. Example: Required to effectively manage multiple research and evaluation projects simultaneously.

Identify information requirements and develop effective strategies for addressing these requirements. Example: Required when conceptualizing, designing and implementing individual research and evaluation projects.

Build effective alliances and teams with individuals who possess different perspectives and represent diverse agendas. Example: Required to assemble multi-disciplinary project teams, and to ensure that these teams are and remain committed to the completion of individual research and evaluation projects.

Facilitate planning, consensus building, and decision-making processes. Example: Required when collaborating with research project working groups and steering committees to analyze complex evaluation issues, develop work plans; create terms of reference, select evaluation consultants, and prepare briefing materials on individual evaluation projects.

Negotiate formal service agreements" address and resolve performance issues, and ensure that the Ministry' obtains value for money from evaluation consultants. Example: Required to develop and manage contracts-with evaluation consultants and ensure that work plans, reports, presentations and other deliverables meet the expectations of the Ministry.

Analyze complex information and identify strategic options. Example: Required when interpreting data generated through research and evaluative processes and developing conclusions and recommendations for the Ministry.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Child Protection Analyst	Daily.	
Senior Manager Standards and Practice	Weekly or as required.	
Director of Child Youth and Family Enhancement	Bi-weekly or as required.	
Corporate staff and Family Services Authorities	Bi-weekly or as required.	
<b>External</b>		
Evaluation Consultants	As required.	
Evaluation and research project working groups and representatives from other branches, departments, organizations, agencies and stakeholders.	As required.	

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

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Describe your personal freedom to act and the degree to which your job is controlled.

Identifying priorities and determining the content of the Ministry's multi-year evaluation plan and budget in consultation with staff and executive management.

Designing and implementing evaluation projects in consultation with project working groups, steering committees, and senior management.

Identifying evaluation stakeholders and appropriate participatory mechanisms in consultation with senior management.

Identifying research priorities in consultation with senior management.

Leading working groups and stakeholder committees independently.

Developing evaluation project work plans and timelines independently.

Establishing the day-to-day priority of individual evaluation projects independently.

Negotiating and managing service agreements with evaluation consultants independently.

Providing technical advice on major evaluations conducted by -or on behalf of -the Ministry independently.

Representing the Ministry on evaluation projects involving partnering Ministries and other stakeholder organizations independently.

Ensuring that evaluation funding is used in accordance with Ministry financial accountabilities.

Identify those areas where you are governed by broad managerial direction and policies.

Ministry Business Plan, Alberta's Children Initiative Business Plan, and Partnership and Innovation Divisional Operational Plan, Aboriginal Policy Framework sets the direction when designing and implementing research and evaluation projects.

Identify those areas that are subject to specific policies, guidelines or managerial direction.

Government Accountability Act, Administration procedures Act, Financial Administration Act, Freedom of Information and protection of Privacy Act, Government Organization Act, Public Service Act, Child and Family Services Authorities Act, Child Welfare Act, Family and Community Support Services Act, Daycare Regulation, Social Care Facilities Act and Adoption Regulation, Indian Act, Indian Northern Affairs Canada Legislation and Policy Directives, Administrative Reform Agreement, Aboriginal Framework Agreement and Metis Framework Agreement.

Who and how are stakeholders affected by recommendations/decisions and action taken?

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Evaluation processes model and reinforce the Ministry's approach to accountability and evidence-based decision-making, and serve as a practical example for service stakeholders.

Evaluations impact Ministry staff involved in policy and program development as well as staff involved in the delivery of services by generating information that can be used as the basis for decision-making.

Evaluations impact Ministry staff involved in funding decisions by generating information on program performance and cost-effectiveness.

Research conducted will provide the Child Welfare Branch, the Service Quality Division, and the Ministry with information on existing and emerging issues and trends in the field of child welfare.

Last Review / Update: 2015-04-13

# MJEP

## Benchmark Evaluation - M410-18

### Identification Section

<b>Working Title:</b>	Manager, Court Operations, Medicine Hat
<b>Ministry:</b>	Justice and Solicitor General
<b>Division, Branch/Unit:</b>	Court Services
<b>Reports To:</b>	District Manager
<b>Levels to D.M.:</b>	4
<b>Job Description:</b>	<a href="#">M410-18</a>
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	<a href="#">M410</a>

### Job Summary

Reporting to the District Manager, the position is responsible for the management of the amalgamated court operations in Medicine Hat that delivers all court related services to the citizens of Alberta attending at the courthouses within the Judicial District of Medicine Hat in a cost efficient and effective manner. The position applies extensive knowledge of Provincial and Federal Statutes and the Rules of Court that is required to carry out responsibilities within the amalgamated Court Operation that includes all division of Provincial Court and the Court of Queen's Bench. This position has a key role in creating, recommending and implementing new strategies and initiatives to improve the delivery of court services. This position makes quasi-judicial decisions and associated leadership decisions to ensure that the Justice system operates as efficiently as possible without interference that would bring judicial independence into question.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI3 304	E3 38% 115	E-1P 132	551

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Classification: Public



Short Profile: A1

## Evaluation Rationale

### Know-How:

- F:** Position requires extensive knowledge of Federal and Provincial legislation related to the administration and judicial/quasi-judicial responsibilities governing the operations of the Provincial Court and the Court of Queen's Bench. Extensive knowledge of departmental policies and procedures, human resource management, employee relations, and financial management is also required.
- I:** Position leads and directs an administrative team in Medicine Hat responsible for the effective delivery of court services to the citizens of Alberta. Requires the ability to motivate, coach, direct and evaluate staff.
- 3:** Excellent negotiation, leadership and communication skills are required to establish and maintain staff professional conduct and quality of work and to deal with judiciary in all levels of court and various other stakeholders.

### Problem Solving:

Position reports to a District Manager who reports to an Executive Manager impacting the problem solving scope of the position. Planning and implementation of changes in response to modifications in legislation and priorities requires the position to search for solutions within the context of the operational and legal framework.

### Accountability:

- E-:** Position works within the framework of Federal and Provincial legislation, regulations and rules governing court operations. Actions are subject to legislation, regulations, practices and procedures governing court operations. The pull on the E recognizes the defined legal framework of reference the position operates in.
- 1:** Position has a direct impact on the organization and service delivery to all clients and stakeholders of the Medicine Hat judicial district.
- P:** Position is solely accountable for the management and effective delivery of court operations for the Medicine Hat judicial district including provincial court and Court of Queen's Bench.

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### Last Reviewed:

Last Review / Update: 2016-03-11

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Classification: Public



## MJEP Benchmark Job Description - M410-18

### Identification Section

<b>Working Title:</b>	Manager, Court Operations, Medicine Hat
<b>Ministry:</b>	Justice and Solicitor General
<b>Division, Branch/Unit:</b>	Court Services
<b>Reports To:</b>	District Manager
<b>Levels to D.M.:</b>	4

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The position is responsible for the management of the amalgamated court operations in Medicine Hat that delivers all court related services to the citizens of Alberta attending at the courthouses within the Judicial District of Medicine Hat in a cost efficient and effective manner. The position applies extensive knowledge of Provincial and Federal Statutes and the Rules of Court that is required to carry out responsibilities within the amalgamated Court Operation that includes all division of Provincial Court and the Court of Queen's Bench. The position is further required to consistently apply sound judgment and initiative to the job to support departmental business goals and objectives. This position has a key role in creating, recommending and implementing new strategies and initiatives to improve the delivery of court services. It is also very important to foster and maintain a healthy productive working environment for the department and the employees. This position makes quasi-judicial decisions and associated leadership decisions to ensure that the Justice system operates as efficiently as possible without interference that would bring judicial independence into question.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

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Lead and direct the administrative team in Medicine Hat amalgamated court operation in the effective delivery of court services to the citizens of Alberta. As Clerk of the Provincial Court, Clerk/Sheriff of the Court of Queen's Bench and Clerk/Sheriff of the Court of Appeal, provide direction in the application of the Rules of Court, Criminal Code, and all other legislation in a fair and consistent manner through the court services staff.

Ensure that the judiciary (Queen's Bench and Provincial Court) is provided with the necessary support to dispense due court process while protecting the principle of judicial independence.

Establish and maintain a high level of professional conduct and quality of work in a Legal/Court environment through leadership and example.

Coordinate and balance workloads and staff productivity to ensure that work is completed in a timely process while meeting legislative requirements.

Develop and maintain an accurate budget and variance report process that is consistent with department goals.

Respond to briefing items for Executive Management on issues affecting court administration in the Court of Queen's Bench and all divisions of the Provincial Court of Alberta within the Judicial District of Medicine Hat.

Generate innovative solutions to unique problems.

Provide leadership and influence in implementing new legislation and new Court Services initiatives. Provide sound management, negotiation, and leadership. Example: Implementation of the Family Law Act and Protection Against Family Violence in both the Court of Queen's Bench and the Provincial Court of Alberta.

Maintain a high level of security and confidentiality on files due to the legislated requirements of confidentiality in Child Welfare, Youth matters and FOIP.

## **Knowledge/Experience**

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Extensive working knowledge and the ability to interpret: Federal and Provincial legislation; regulations and rules governing the operation of Court of Queen's Bench, and the Provincial Court of Alberta; technical and administrative policy, procedures and directives of the Department and the Alberta Public Service.

Knowledge and ability to effectively apply principles of leadership, teamwork, and resource management to an amalgamated court operation with a Court of Queen's Bench office and a Provincial Court office. The knowledge and ability to accomplish business goals and strategies using innovative and strategic thinking and problem solving abilities.

Positive leadership, strong communication skills (verbal, non-verbal and written), decisiveness, ability to motivate, and work under pressure. Complex problem solving skills are needed in an amalgamated court operation to assess a wide variety of diverse situations, assess options and implications. The position must be decisive and prepared to take initiative in all areas. Must be confident and competent in decision making using evaluative judgment based on logical and sound understanding of the business, and be competent and current in this role.

Excellent diplomatic skills in dealing with the judiciary in all levels of court, crown attorneys, members of the Bar, enforcement agencies, government officials, the public, and varied agencies related to the judicial process. Is able to positively influence others and facilitate change. The position is expected to be creative and resourceful in identifying and implementing solutions to complex and difficult problems.

The position is also required to be aware of current trends and best practices within and outside of government so the awareness can be applied when dealing with the many complex issues across a very broad scope in and outside of the department.

Judicial appointments, Clerk of the Court, Clerk of the Provincial Court, Sheriff, Justice of the Peace and Expenditure Officer. The appointments are provided for in legislation and provide the necessary authority to ensure the efficient and effective operation of an amalgamated court operation, both judicially and administratively, in the Court of Queen's Bench and the Provincial Court of Alberta. In addition, a number of 'quasi-judicial' and decision making functions that this position is responsible for that can only be performed with these designations and certifications.

University degree or equivalent. Extensive experience in a management leadership role, preferably in a Judicial environment. The education is required to provide a framework to utilize and manage the resources of the position which give support to the Court of Queen's Bench and the Provincial Court of Alberta, all services related to the courts, and to develop the intellectual and practical skills involved in handling problems of wide scope and breadth.

The experience is necessary to bring sound judgement and extensive skills to the job for dealing with problems, change, implementations, new initiatives and legislation, in a realistic fast paced environment in an amalgamated court operation.

## **Leadership and Business Know-How**

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

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Use multiple analytical skills to break apart complex situations/problems to reach the best solutions, while balancing the complex needs of the department. Example: JOIN implementation, First Appearance Centres, changes in Legislation, Mentoring Program, Departmental Committee work, Occupational Health and Safety; implementation of photo radar interface that eliminated the need for court staff to enter photo radar tickets on JOIN.

Obtain legal opinions/information in conjunction with supervisor judges and justices, local judiciary, Civil Law, and Senior Management, regarding complex legal issues, or policy decisions that affect the way we do our business. Example: interpretation and implementation of new and changing legislation, departmental policy, and rules governing the court.

Provides leadership and effective management and stewardship of resources which facilitates the achievement of organizational goals. Monitors progress and intervenes at an early stage to ensure delivery of appropriate fiscal and human resources in the amalgamated court operation. Example: Develop and coordinate budget documentation, variance and forecasting preparation for the amalgamated court operation to ensure financial goals of the department are being met.

As Expenditure Officer has full authority to manage government funds as designated by the appointment for the amalgamated court operation. Must be confident that payments submitted for approval are legitimate expenditures that should be made, and that all procedures and regulations are being followed. Expenditure Officers are completely accountable for their actions with expenditures and revenues, and must comply with the Financial Administration Act, and departmental guidelines and requirements.

Coordinate and organize circuit court facilities. Ensure uniformity of practice, and operating procedures within the amalgamated court operation. Ensure the effective delivery of services and to meet the Court of Queen's Bench and Provincial Court of Alberta program needs of a wide variety of clientele. Example: request and follow through on facility changes due to policy changes, document and paper flow changes, implementation of digital recording, video conferencing in courtrooms child friendly facilities, improvements for security and safety, ongoing general upgrading, including complex renovations to meet the growing needs of the public and the department, and co-operation in the establishment of the Civil Claims Mediation Program in Medicine Hat.

Develop and modify work procedures and court processes for the amalgamated court operation on own initiative on a consistent ongoing basis. The position is expected to recognize key trends, create a climate for change, provide new perspectives, and test new concepts while maintaining the core business. Utilize new technology and creative ideas to develop and continually improve productivity and efficiency. Example: The implementation of a First Appearance Traffic Court provided a more streamlined Traffic Court process that processed first appearances more quickly and increased the amount of trial time available for traffic offences.

The position is required to be a member of ad hoc committees that have a specific task. The environment is fast paced and under pressure to complete with quality results. It is expected through membership on these committees that programs will change for the better. This requires sound knowledge, the confidence and willingness to take some risks, the ability to create and assess ideas, and lead the work groups to successful implementations. Example: Provincial Court Sub-Committee, Queen's Bench Sub-

Committee, Civil Claims Sub-Committee, Policy Enhancement Group, Organization Renewal Committee.

Freedom to act is given in responding to the broad framework of the departmental goals. The position is expected to take risks to try new things, generate ideas, make recommendations, identify opportunities, and decide on a course of action in matters that affect either the Court of Queen's Bench or the Provincial Court of Alberta. Example: Ensure that individual staff goals are aligned with departmental goals, ensure employees are equipped to meet the changing needs, and respond to implementations in a way that allows for differences while maintaining focus on the task. Example: Implementation of a First Appearance Traffic Court in Medicine Hat required a series of meetings with the Assistant Chief Judge to illustrate the advantages that could be obtained pertaining to an increase in trial time, an increase in service to the public, and the opportunity for Judges to spend less time dealing with docket matters and more time to deal with issues that can only be dealt with by a Judge. These meetings were part of a negotiation process with the Assistant Chief Judge that would lead to his support for this initiative. A series of meetings was held with the Chief Crown Prosecutor, the local Bar, and the Medicine Hat Police Services to share information about the advantages available to each of them. The necessary documentation was completed and sent to the Chief Provincial Court Judge to obtain the required appointments for the non-presiding J.P.'s. Training sessions were held for non-presiding J.P.'s to prepare them to fulfill their new responsibilities. Procedures were prepared and distributed to all parties prior to the implementation date to allow for a successful transition. Follow-up meetings were held to identify and solve unforeseen challenges.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

New and/or changing legislation/policies are a facet of the job. This requires the ability to adapt, change, create, understand and implement the changes themselves as they relate to the Court of Queen's Bench and the Provincial Court of Alberta. Requirements such as manpower, budget funding, facilities for the amalgamated court operation must be considered. Uniformity of practice must also be considered. This work is done in an extreme, fast paced changing environment, where the development of plans is ongoing and must remain flexible enough to complete the tasks. Example: YCJA, Traffic Safety Act, Child Welfare Act, ISO Act, DNA Act, Civil Claims, Family Law Act, Perimeter Security.

Resource management for the amalgamated court operation requires the ability to communicate effectively, implement change, investigate, negotiate, mediate, mentor, handle grievances, discipline, performance planning, goals and objectives, and problem solve. The work is often impromptu, unplanned and very critical to staff moral. Example: Occupational Health and Safety, human resource issues, grievances, performance problems, ergonomics, and union issues.

On a daily basis problem solving must be balanced with the every day issues that are presented in an amalgamated court operation. Rapid decisions are required that may effect the Court of Queen's Bench and the Provincial Court of Alberta, the staff, the department and other stakeholders. The position is

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required to use sound judgment, to see the larger picture, recognize impact on others, identify trends, develop future plans, and to be decisive even in extreme pressure situations. Example: difficult customers, security risks, demands of stakeholders, facilities, training. Example: Implementation of Perimeter Security initiative required extensive planning with the Security Operations Branch and Alberta Infrastructure prior to the effective date. This initiative allowed for the Security Operations Branch to become responsible for security of the courtroom and prisoners at circuit points. Meetings were held with Alberta Infrastructure and the Security Operations Branch to identify facility changes that were needed to make a successful transition. Follow-up was necessary to ensure that all changes were made in time for the implementation date. The effects of this initiative were communicated to the Judiciary, the Crown, police agencies, and the staff prior to the implementation date.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Assistant Deputy Minister, Executive Manager	2-3 times per year.	Information exchange, advice and direction.
Senior Manager	Daily.	Information exchange, advice, support, planning, goals, achievements, problem solving, coordination, direction and teamwork.
Peers, other Division/Dept. Managers, Chief Crown Prosecutor	Daily.	Interfacing, teamwork, service delivery.
Supervisors, Court Services employees	Daily.	Information exchange, advice, direction and interpretation, service delivery.
Pay and Benefits, Finance, H.R.	2-3 times per week.	Information exchange.
NCO in Charge Enforcement Agencies	Monthly.	Coordination and streamlining of court process, security.
Manager, Alberta Infrastructure	2-3 times per month.	Facility concerns, maintenance, Renovations, design.

Cross Divisional Contacts: Director, Children's Services	Monthly.	Coordination of court activities, service delivery, court process, judicial Hearings.
Supervisory Judges and Justices, local judiciary	Daily.	Information exchange, service Delivery, coordination of court activities, judicial direction, trial coordination.
President Bar Association / Law Society	Monthly.	Dealing with legal document issues, reviewing orders, court procedures/schedules, related concerns.
Legal Aid, John Howard Society, Victims' Assistance	2-3 times per week.	Information exchange, service delivery, coordination of court activities.
Vendors	Daily	Information exchange, problem solving.
<b>External</b>		

The purpose of the contacts within this amalgamated court operation is to solve problems and issues, implement new strategies and programs, foster information links, create business relationships and a variety of networking opportunities. The purpose of the contact is to develop relationships to achieve effective delivery of services to the people of Alberta and the strategic plans of/for the government of Alberta. These relationships require the ability to manage change and the complexities of the job. The relationships are critical to everyday business in order to be effective in communicating with a wide variety of stakeholders that are served by an amalgamated court operation.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

Under the general direction of the Regional Manager and Executive Director, Regional Courts this position is accountable for the management of an amalgamated court operation that delivers all Court Services to the citizens of Alberta attending at the Courthouses within the Judicial District of Medicine Hat in a cost efficient manner. This position is authorized under legislation to make 'quasi-judicial' decisions and associated leadership decisions for the operations of the Medicine Hat Courthouse and circuit point courthouses. This position has a direct impact on the organization, operation and service delivery to all clients and stakeholders of the Court of Queen's Bench and Provincial Court of Alberta including enforcement agencies, the legal and judicial communities and the public. The position is

accountable for achieving Ministry and Division business goals within the scope of the amalgamated court operation in the Judicial District of Medicine Hat.

The management and financial responsibilities of the position are far-ranging. The high public profile of the Courts and its administration places high demands on this position.

The Judicial District of Medicine Hat has a trading population of 110,000 people and encompasses 26,000 sq. kms.

Example: Development and implementation of Mediation programs is a departmental goal. The development and implementation within the community and Court Services along with the infrastructure required to deliver the program at the local courthouse has impact not only on the success of the program but impacts Albertans as well.

Example: The daily challenges of resource management. Recruitment of staff has a significant impact on the overall operation of the Court on a long term basis, by constantly taking into account succession planning for the future not only within the local operation, but the Department as a whole.

Last Review / Update: 2016-03-11

# MJEP

## Benchmark Evaluation - M410-17

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### Identification Section

<b>Working Title:</b>	Manager, Municipal Excellence
<b>Ministry:</b>	Municipal Affairs
<b>Division, Branch/Unit:</b>	Local Government Services Division
<b>Reports To:</b>	Director, Municipal Advisory Services
<b>Levels to D.M.:</b>	4
<b>Job Description:</b>	<a href="#">M410-17</a>
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	<a href="#">M410</a>

### Job Summary

Reporting to the Director, Municipal Advisory Services, the position is responsible for managing the development and delivery of the Municipal Excellence (ME) Program, a knowledge transfer and knowledge management initiative designed to assist municipalities and citizens develop more effective strategies for governance, financial management, administration and service delivery.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI3 304	E3 38% 115	E2+C 132	551

Short Profile: A1

### Evaluation Rationale

#### Know-How:

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- F:** Extensive knowledge is required of management systems, tools and processes, and project management principles and practices, as well as of consultation and program design, implementation and evaluation methodologies. In-depth knowledge of municipal operations and issues, with a focus on political, administrative, service and financial aspects is also required.
- 1:** Position supervises a multi-disciplinary team of staff and consultants with similar objectives within the Municipal Excellence program e.g. explaining and promoting the concept and benefits of knowledge transfer through a web-based library of municipal practices to external stakeholders. Involves coaching, planning, assigning and evaluating staff and integrating the work of staff, co-op students and consultants to respond to program needs.
- 3:** Position is responsible for managing and conducting stakeholder consultation to engage participants at all stages of program design and delivery. It provides advice to stakeholders and clients within industry, municipal associations, professional associations, the private consulting sector and the public at large

### **Problem Solving:**

Problem solving involves constructive thinking and identification of alternative courses of action within clearly defined objectives, principles and practices; and is assisted by broad stakeholder consultation. Position is 4 levels from the Deputy Minister.

### **Accountability:**

- E:** Role is consultative and supports program delivery to all municipalities through promotion, concept development, process structuring, implementation strategy and workplan development. Direction, timelines, business plans, issues, action requests, and staff development is the responsibility of the Director and/or Executive Director.
- 2+:** Position leads the planning for the development and enhancement of the Municipal Excellence Program which impacts the department and municipal officials through the cost-effective delivery of field-tested municipal operating practices. The program benefits municipalities by expanding the municipal networking web.
- C:** Consultative role requiring a high level of coordination, liaison with external stakeholders such as the Alberta Urban Municipalities Association, the Alberta Association of Municipal Districts and Counties, the Alberta Rural Municipal Administrators Association, etc.

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### **Last Reviewed:**

Last Review / Update: 2015-02-05

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# MJEP Benchmark

## Job Description - M410-17

### Identification Section

<b>Working Title:</b>	Manager, Municipal Excellence
<b>Ministry:</b>	Municipal Affairs
<b>Division, Branch/Unit:</b>	Local Government Services Division
<b>Reports To:</b>	Director, Municipal Advisory Services
<b>Levels to D.M.:</b>	4

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The main purpose of this position is to manage the development and delivery of the Municipal Excellence (ME) program ([www.menet.ab.ca](http://www.menet.ab.ca)). This involves a number of traditional management responsibilities, notably staff supervision and development, contract management, and program promotion. However, there are some special requirements because the Municipal Excellence program is a knowledge transfer and knowledge management initiative. This requires personal expertise regarding knowledge management, on-line training practices, and the IT support required to develop and operate a web-based municipal practices library.

As well, the Municipal Excellence program requires an unusually high level of coordination, liaison, and representation activities because of extensive stakeholder involvement. The key stakeholders are the Alberta Urban Municipalities Association, the Alberta Association of Municipal Districts and Counties, the Alberta Rural Municipal Administrators Association, the Local Government Administration Association, the Society of Local Government Managers of Alberta, the Government Finance Officers' Association, and the University of Alberta's School of Business and Faculty of Extension.

The Municipal Excellence Program falls within the departmental business plan under two mandated areas:

G1-KR1-S2 Municipal Excellence Program Promote the self-evaluation of excellence to assist municipalities and citizens in developing innovative strategies for more effective governance, administration, financial management, and service delivery. Maintain a program to recognize municipal excellence.

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G1-KR1-S4 Education and Information Services Develop and coordinate education and information services that include training programs, job exchanges, on-line information, and workshops for local elected officials, administrators, staff, and related professionals.

The Municipal Excellence program benefits the department and municipal officials through the cost-effective delivery of field-tested municipal operating practices accessible on a 24-hour basis. The department facilitates the collection and dissemination of practical knowledge to municipalities that have limited training and staff resources. This program has benefited these municipalities by expanding the municipal networking web, crossing geographic boundaries and the rural-urban divide to address common municipal operating issues and procedures using a collaborative and stakeholder focused process. Positive departmental-municipal relations are essential to the program's operating success since the knowledge acquisition, web site use, participation in training initiatives are voluntary.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

### Program Development and Delivery

Lead the planning for the development and enhancement of the Municipal Excellence program. This includes concept development and refinement, consultation process structuring, implementation strategy and work plan development. It also includes monitoring progress, then modifying and refining plans as program development and enhancement activities are carried out.

Lead the implementation and enhancement of the Municipal Excellence program. The key activities are as follows:

Promoting and explaining the concept and benefits of knowledge transfer through a web-based library of municipal practices to municipal councillors and administrators, and to their associations (the Alberta Urban Municipalities Association, (the Alberta Association of Municipal Districts and Counties, the Local Government Administration Association, etc.).

Consulting extensively with municipal officials and the University of Alberta's School of Business and Faculty of Extension about the best ways to obtain and to share information on improving practices in key areas of municipal administration and service delivery, about priorities for program enhancements, and about program results. This includes responsibility for chairing the Municipal Excellence Advisory Committee.

Working with staff and information technology consultants to develop and enhance an appropriate, reliable, and easy to use web site and database. These are the key components of the Municipal

Excellence Network (MEnet), and require the development and updating of a MEnet policy and procedures manual, training programs, and web site maintenance materials.

Expanding the collection of reports on good municipal practices (largely through discussing issues with the Municipal Excellence Advisory Committee and individual administrators, making presentations to municipal association meetings, attending trade shows, offering web site demonstrations, and soliciting good practices as candidates for Minister's Awards for Municipal Excellence) and promoting increased use of these practices (through similar means as cited above and through field training sessions). This is critical for user acceptance and continued growth and development of the database.

Obtain the information technology (IT) and other consulting support needed to implement the program. This involves preparing the required business case documentation, aligning Municipal Excellence IT plans with and department's IT Strategic Plan while remaining within IT capital budget requirements, and preparing and managing contracts. It also involves addressing web site functionality and database capacity, primarily through consultation and user acceptance testing with selected municipalities.

Ensure that senior management is informed of program progress and requirements through presentation of plans, budgets, and reports, and that the appropriate documentation for required program approvals is provided on a timely basis. This also includes preparing correspondence and responses to action requests when required as well as regular updates in PEAK.

The Municipal Excellence program is developed incrementally. The database started with municipal governance and administration practices, then added human resources and financial management practices, and has added municipal service delivery practices.

Because the Municipal Excellence practice database facilitates the sharing of leading operational practices the program follows best practices principles; the continuing development of the Municipal Excellence Network received a Silver Premier's Award of Excellence in 2003. The Minister's Awards for Municipal Excellence received a Silver Premier's Award of Excellence in 2005.

### **Staff Supervision and Development**

Supervise a multi-disciplinary team of staff and consultants to implement the Municipal Excellence Network (MEnet). This includes:

- Preparing and monitoring work plans and schedules.

- Assigning and reviewing work.

- Adjusting staff assignments to ensure that schedules are met and resources allocated where required.

Recruit, coach and train staff as required. This includes conducting performance reviews and identifying training and development needs, then following up with the employees on these. It also involves recruiting, orienting, and training co-op students.

Integrate the work of staff, co-op students, and consultants to respond to program needs, stakeholder inputs, and resource and timing constraints.

### **Knowledge Management (KM) Requirements**

Develop and maintain expertise in using the Internet as a vehicle for knowledge acquisition, transfer and absorption relative to municipal responsibilities. Aspects of this include:

Defining, acquiring and facilitating the use of knowledge transfer tools.

Conducting a requirements definition of IT tools capable of meeting user and KM needs.

Conducting systems design and process flow mapping to ensure that IT systems are user friendly and easily maintained by the Municipal Excellence staff.

Seek and evaluate proposals to build an acceptable KM IT system in increments while integrating the necessary software with the Ministry's and/or GoA's IT systems and IT strategies.

Build communities of practice by:

Managing and conducting stakeholder consultation to engage participants at all stages of program design and delivery, focusing on the practice collection and knowledge sharing activities. This requires an in-depth understanding of client needs and the capacity of municipal clients to use the IT technology and the knowledge housed in the database or delivered through field training and presentations.

Developing and refining channels for knowledge transfer to municipal stakeholders and expanding the network of contacts for building and sustaining the Municipal Excellence Network data base of municipal practices.

Promoting and fostering peer networking in the Municipal Excellence stakeholder sessions and field training. The field training addresses how to use the municipal practices in local municipal operations as well as knowledge transfer and practice sharing.

Share project learning and promote knowledge transfer internally by:

MENet maintenance and updating · Participating in divisional, departmental and organizational IT initiatives that may impact or be impacted by Municipal Excellence.

Participating in various training activities delivered by the Municipal Advisory Services Unit, including advising Municipal Affairs staff on developing internal knowledge management systems.

Participating and presenting to the Knowledge Network, an external committee of knowledge management professionals from a number of government agencies.

## Liaison and Representation

Ensure that the participation and involvement of elected municipal officials, administrators and their respective associations (the Alberta Urban Municipalities Association, the Alberta Association of Municipal Districts and Counties, the Alberta Rural Municipal Administrators Association, the Local Government Administration Association, the Society of Local Government Managers of Alberta, and the Government Finance Officers' Association) is maintained at a high enough level to support the continued development and enhancement of the Municipal Excellence program and to ensure its ongoing visibility and utility to municipal officials. As noted previously, this is essential for the success of the ME program.

Represent the Ministry's interests regarding the planning, promotion, outcome monitoring, and future development of the Muniversity program with the University of Alberta's School of Business and its Faculty of Extension. Provide leadership and support to the Muniversity Advisory Committee, maintain liaison with the Alberta Urban Municipalities Association and the Alberta Association of Municipal Districts and Counties, and provide progress reports to departmental management on this initiative.

Lead or participate in multidisciplinary teams of professionals providing Ministry input on such issues as the National Round Table on the Environment and Economy's Brownfields Redevelopment Strategy. This includes providing advice to the Minister, communications briefings, Deputy Minister briefings and policy recommendations.

Represent the ministry, the Deputy Minister, branch or unit at various departmental, interdepartmental and/or multidisciplinary project teams that address issues with provincial and/or municipal implications and contribute to the activities of the Municipal Advisory Services Unit or other units, departments or municipal associations. Management level participation and representation is important when the issue/initiative or organizational interests are significant to the unit, branch, or department.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

### Knowledge Required:

In-depth understanding of knowledge management systems, tools and processes with specific emphasis on external knowledge management programs.

In-depth knowledge of project management principles and practices.

In-depth knowledge of consultation and program design, implementation and evaluation methodologies.

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In-depth knowledge of municipal operations and issues, with a focus on their political, administrative, service and financial aspects.

Good knowledge of change management principles and processes and their application within local government organizations.

Good knowledge of municipal officials and other municipal stakeholders in Alberta.

Good knowledge of leadership and motivational methods for a variety of teams, including staff, stakeholders and consultants.

Good knowledge of information technology systems, development, testing as well as CIO and departmental standards, resources, goals and plans.

Working knowledge of provincial government systems, issues, policies and procedures.

Working knowledge of unit, divisional, branch and departmental goals, plans and objectives.

Working knowledge of adult education principles and practices.

Working knowledge of FOIP expectations, municipal legislation, regulations and current issues.

Working knowledge of standard desktop software as well as specialized computer software such as Visio for process flow mapping, the contract management database and other information technology programs the department uses.

General knowledge of Web site design, updating and maintenance practices.

### **Skills Required:**

**Knowledge Management:** Train staff and stakeholders, develop Knowledge products, build communities of practice, and develop and use knowledge transfer channels and mechanisms. In some instances change management skills are also required.

**Analytical and Synthetic:** Conduct primary and secondary research. Apply innovative and creative thinking, resolve problems, identify and assess impacts, prepare scenarios and strategies, and apply qualitative and quantitative assessments to proposed outcomes.

**Leadership and Management:** Demonstrate excellent leadership and decision-making skills with an emphasis on program planning, delivery and outcomes monitoring, and applied solutions. This involves the ability to anticipate issues, develop rational responses and positions, then initiate projects and actions in response to chosen response models. This also means having the necessary skills for the following requirements:

Manage project staff, processes and budgets.

Deliver advice and assistance in a multi-tasked and fast paced environment involving various teams and stakeholder groups.

Manage a number of projects in a timely and cost effective manner so they follow provincial government and industry best practices.

Manage contracts, consultants and deliverables.

Develop and coach staff and consultants for effective team building.

**Consultation:** Design, implement, evaluate, revise and report on consultation strategies, including workshops, surveys and focus groups to obtain timely and client focused input for course content, IT systems development, practice collection, knowledge product development and communications/marketing.

**Advisory:** Provide advice on municipal practices and issues as well as provide web site assistance in a timely manner. Advise on areas of expertise (i.e., brownfields and knowledge management) to a range of stakeholders, including government staff, professional peers, and informed and uninformed municipal practitioners and elected officials.

**Communications:** Demonstrate excellent verbal and written communication skills and good presentation and meeting skills, plus a clear capacity to facilitate networking and effective public relations with a broad and varied target market.

**Organizational:** Work independently or in a team setting, demonstrating effective time and workload management, along with effective and efficient resource allocation and re-priorization.

### **Essential Work Experience:**

A minimum of six years experience, three of which are at the Program Services 5 (PS5) or an equivalent (senior) level.

Progressively responsible experience in the field of municipal planning or operations, project management and knowledge management. Progressively responsible experience providing advice and/or management consulting services to a variety of municipal clients in the area of municipal operations and continuous improvement.

Progressively responsible experience managing staff, consultants and stakeholder consultation processes with demonstrated capacity to meet defined objectives within specified budget and time constraints.

Field experience in stakeholder consultation relevant to product development and developing specialized communities of practice.

### **Post Secondary Education:**

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University graduation in public administration, business administration, political science, planning or related field plus 6 years progressively responsible related experience; or a Masters degree in a related field plus 4 years related experience.

**Designation AND/OR Certification Required:**

Eligibility for membership in the Canadian Institute of Planners and/or the Canadian Association of Management Consultants.

**Leadership and Business Know-How**

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Specifically the position requires the incumbent to:

Work on program and project work, delegating when necessary to professional, administrative and contracted staff in order to achieve deliverables within specified timelines and performance measures.

Lead initiatives by adapting to organizational processes and protocols, yet being innovative in order to achieve desired products in the emerging field of knowledge management while maintaining a professional and successful relationship between the stakeholders, municipal associations and the department. This includes working with a variety of presentation and knowledge transfer formats.

Organize and lead specialized teams to complete major tasks by engaging professional staff and liaising with other departmental professionals. An example is the multi-disciplinary departmental response to the National Brownfields Redevelopment Strategy.

Represent the Assistant Deputy Minister and other senior department officials at presentations, on departmental committees or joint Ministry and municipal association committees where decisions will have an impact on the Department, Unit or Municipal Excellence and Muniversity programs.

Meet with and make presentations to local governments, municipal associations, professional associations and academic institutions regarding Municipal Excellence, Muniversity and Unit activities.

Monitor the development of other municipal leading practice, continuous improvement, and knowledge management initiatives to determine how they impact on the field and the Ministry's programs.

Monitor and support the development of program staff so they meet the program mandate and serve the needs of the unit and Branch at-large. This includes recruiting and coaching Faculty of Business Co-op students.

This position requires a leadership focus at three levels: first as an effective project manager; second as a mentor and coach and third as a developer and knowledge leader.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The Minister, Deputy Minister and/or ADM, requests urgent (2-3 hour timeline) advice or information that may have ramifications on department policy, program the design or communications strategies.

*Assistance:* Department staff, branch management, divisional administrative staff and the ability to enlist unit staff to arrange for necessary research and appropriate response.

Manage an iterative 4 stage consultative process with municipal officials (elected and non-elected) where the outcomes vary with each stage and stakeholder group. Consultative processes include workshops, user acceptance testing, and surveys (evaluations). (Conceptual thinker)

*Assistance:* Team staff; branch management, divisional administrative staff, consultants, and occasional assistance from municipal associations.

Manage project and program design implementation and evaluation methodologies. (Planner/logistician)

*Assistance:* Team staff, branch management and consultants with input from stakeholders and the Advisory Committee as to outcomes or deliverables. Use project work plans and to do lists.

Manage and coach staff, manage consultants - work planning, deliverables monitoring and corrective action as required.

*Assistance:* Team staff, branch management, Financial Services staff, branch support staff, consulting staff. Use contract templates, follow work plans, and facilitate team meetings.

Integrate ME into department and government-wide IT strategies. This includes writing the CIO Business Case, supporting the department's IT strategy and budget process.

*Assistance:* Unit and branch management, IT Services and IT consultants. Use IT strategy documents as well as CIO standards and reporting templates.

Presentations and awards applications.

*Assistance:* Team and unit staff and communications consultants to develop allocable presentations and marketing materials.

Function as Acting Director (MAS) upon request.

*Assistance:* Unit staff, divisional support services and. branch management as issues arise.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Minister, Deputy Minister and Assistant Deputy Minister		Provide advice on emerging and on-going issues that may require senior management attention, including the Minister's Awards for Municipal Excellence issues, Advisory Committee recommendations (MEnet and Muniversity), knowledge management issues and brownfields problems. Receive direction and advice in order to manage and complete projects or mitigate critical issues.
Executive Director and Director		Obtain direction, background information and timelines pertaining to departmental, branch and unit business plans, budgets, issues, action requests, and other duties such as presentations or staff development. Provide advice and information on arising events and issues and matters relating to project management, deliverables, outcomes, staffing, budget or client needs.

Local Government Services		Inform divisional staff and seek input about Municipal Excellence, Muniversity and other assigned issues. Solicit participation from advisors to review posted practices on the MEnet web site and/or participate in testing, training and consultation opportunities arising during the MEnet and Muniversity program implementation and evaluation stages.
Legal Services, Human Resources, Public Safety Division, Communication Services		Obtain advice and/participate in administrative, committee and consultation activities. Solicit advice on posted practices on the MEnet web site. Seek and provide advice and information on events, issues and matter as they arise or as requested, e.g., Minister's speeches, advertising Muniversity, and coaching new staff.
Information Technology Services and Fujitsu Consulting		Contribute to department's IT strategy and liaise with IT contract manager and Fujitsu Consulting regarding MEnet capital improvements and on-going Web-site/server maintenance and upgrades.
Other Government of Alberta Departments		Solicit advice on posted practices on the MEnet web site. Seek and provide advice and information on events, issues and matters as they arise or as requested, such as RFP postings and updates from Infrastructure or Environment about brownfields.
<b>External</b>		
Municipal Associations		Engage municipal associations to participate in the Municipal Excellence and Muniversity

		<p>programs through collaborating on program design, implementation, communications and evaluation. Solicit participation on the Minister's Awards for Municipal Excellence Review panel and the ME Advisory Committee and solicit key stakeholder involvement in the consultation sessions.</p>
Elected and non-elected Municipal Officials		<p>Consult with municipal officials regarding Municipal Excellence and Muniversity program design and content. Facilitate knowledge transfer among municipal practitioners and solicit practices and resources for the MEnet database. Deliver municipality based training session on the use of MEnet and continuous improvement.</p>
University of Alberta		<p>Get Faculty of Extension and School of Business representatives on the Municipal Excellence and Muniversity Advisory Committees to collaborate on program design, delivery, communications and evaluation.</p>
Professional Associations		<p>Seek assistance and participation in developing and promoting MEnet as a continuing professional education option; seek practices to post on the MEnet web site and opportunities to promote Municipal Advisory Services and its programs.</p>
Private consulting sector		<p>Invite responses to requests for proposals and manage engaged consultants as part of the Municipal Excellence team.</p>
Public-at-large		<p>Provide information on Municipal Excellence,</p>

		Muniversity and other assigned issues as it may pertain to individual citizens and/or local governments.
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## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

This position focuses on the promotion and self-evaluation of excellence at the municipal level through on-line information, workshops and training aspects, which involves acting with limited direction in accomplishing the following:

Dealing with key contacts within the department, in municipal associations, at the University of Alberta, in the consulting field, or in other ministries to complete items associated with Municipal Excellence tasks (including briefing notes, action requests, and other work) within prescribed timelines.

Managing projects and research, and making appropriate changes to program methodologies, deliverables, delivery/consultation strategies and/or budgets, timelines and staffing.

Monitoring and reporting on practice collection and web site statistics and Muniversity session outcomes to gauge the impact to municipalities and the department.

Ensuring procedural and accountability responsibilities are met.

This position must meet professional standards and departmental priorities and procedures so that outcomes are consistent with the business plan and are within fiscal as well as operational parameters. The position also requires sensitivity to a range of internal and external stakeholder agendas because return on invested effort, perceived quality, and stakeholder goodwill are critical to knowledge transfer and training programs.

This position has evolved with the evolution of the Municipal Excellence program, which is a complex, challenging, and still developing initiative. While recognizing the various complexities and secondary responsibilities, it is important to remember that this position's primary responsibility is to ensure the continuing viability and usefulness of the Municipal Excellence program to both the Ministry and our municipal stakeholders. This is why the position has both conventional management responsibilities and expert manager responsibilities.

Last Review / Update: 2015-02-06

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# MJEP

## Benchmark Evaluation - M410-16

### Identification Section

<b>Working Title:</b>	Assistant Director, Communications
<b>Ministry:</b>	Communications and Public Engagement
<b>Division, Branch/Unit:</b>	Communications Staff
<b>Reports To:</b>	Senior Manager
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	<a href="#">M410-16</a>
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	<a href="#">M410</a>

### Job Summary

Reporting to the Director, Communications, the Assistant Director, Communications provides leadership and direction to a team of communications professionals and administrative staff delivering communications services for the assigned ministry. The communications team is the ministry's key resource for public and internal communications: writing, media relations, issues management, communications planning, advertising and publication of communications materials. Coordination both within in the assigned ministry and with other ministries is key.

The Assistant Director develops, monitors and maintains systems, processes, and policies to ensure that communications services are delivered efficiently and effectively and meet Public Affairs Bureau and ministry objectives and requirements. This position also plays a key role in issues management by identifying potential issues, flagging issues identified by media and stakeholders, and coordinating messages and methods of response for the Minister, department executive and senior management.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI3 304	E3 38% 115	E2+C 132	551

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Short Profile: A1

## Evaluation Rationale

### Know-How:

- F:** Requires broad knowledge of communications principles and practices, strong media relations, issues management skills and knowledge of external resources to provide consultation for corporate initiatives and make communications plans operational.
- I:** Provides operational leadership and direction to a team of communications professionals and integrates several aspects of communications, ranging from media relations to web and graphic design. Considerable coordination is required to oversee the diversity of communications projects, ensuring the information is communicated to the right people at the right time.
- 3:** Position provides strategic consultation and advice to the Minister's Office, Deputy Minister, and program managers on how to convey the department's position on an issue. Position is one of the primary spokespersons for the Ministry, and must assist the Communications Director in influencing and maintaining an accurate public perception of the ministry. The Assistant Director also provides guidance to professional communications staff on communications standards and processes.

### Problem Solving:

The Assistant Director anticipates and identifies communications issues in order to develop strategies that are consistent with department objectives, the PAB framework and the Communications branch's operational/strategic plans. Handling and resolving communications issues requires considerations of political sensitivities and appropriateness to the impacted stakeholders. The position assists the Director, Communications by interpreting and articulating broad concepts and ideas that are government wide into meaningful messages to the Minister and executive team within tight timeframes. Position has broad policy direction from PAB, the ministry DM, and the Director, Communications.

### Accountability:

- E:** The position works with the Director, Communications and other established communication standards and policies to provide consultation and advice to the department. In consultation with the Director, the position has the latitude to organize branch resources, including managing staff, client assignments, and adjusting budget allocations to meet priorities.



**2+:** Position primarily impacts the Communications Branch staff in its decision-making. The push on the 2 reflects the work the position does with the Director, Communications on broader issues whose effects are department-wide.

**C:** Role supports senior and executive management in achieving the department's business plan goals and objectives. The communications advice and solutions provided by this position play a significant role in how the department is perceived by its clients and the public.

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**Last Reviewed:**

Last Review / Update: 2017-12-12

# MJEP Benchmark

## Job Description - M410-16

### Identification Section

<b>Working Title:</b>	Assistant Director, Communications
<b>Ministry:</b>	Communications and Public Engagement
<b>Division, Branch/Unit:</b>	Communications Staff
<b>Reports To:</b>	Senior Manager
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Director, Communications, the Assistant Director, Communications provides leadership and direction to a team of communications professionals and administrative staff delivering communications services for the assigned ministry. The communications team is the ministry's key resource for public and internal communications: writing, media relations, issues management, communications planning, advertising and publication of communications materials. Coordination both within in the assigned ministry and with other ministries is key.

The Assistant Director develops, monitors and maintains systems, processes, and policies to ensure that communications services are delivered efficiently and effectively and meet Public Affairs Bureau and ministry objectives and requirements. This position also plays a key role in issues management by identifying potential issues, flagging issues identified by media and stakeholders, and coordinating messages and methods of response for the Minister, department executive and senior management.

The Assistant Director supports ministry planning by participating on various internal and external committees and working groups to represent the ministry's needs and interests and support government-wide communications strategies. This position also acts as the Director, Communications when he/she is away from the office.

### Specific Accountabilities

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**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

**Coordinates and promotes the effective and efficient delivery of ministry communications programs, products and services to meet the information needs of Albertans.**

Develops, implements and evaluates communications strategies

Provides communications advice and guidance to line managers and program staff in project planning

Participates in internal and external committees and working groups to provide strategic communications input and direction to project planning or cross-government initiatives

Monitors and evaluates performance standards in relation to goals of the department, the Public Affairs Bureau and government.

**Leads a team of communications professionals and administrative staff**

Works with the Director to provide interpretation of strategic directions, and develops communications and implementation plans

Works with the Director to guide the strategic communications planning process

Outlines expected standards and results, and provides feedback on ideas, and performance

Provides opportunities for staff development and team building

Coaches staff to further develop their knowledge, skills and abilities

**Coordinates media relations and issues management for the ministry**

Oversees media monitoring, conducts environmental scans and monitors public perception to identify issues, potential issues, opportunities and trends

Works with the Director to develop strategies and responses to address ministry issues and opportunities

Coordinates responses to external issues/inquiries for the Minister, Deputy Minister and senior management of the department through preparation of briefing and background materials and issues/inquiry responses

Provides advice and guidance to ministry and branch staff in project planning and issues resolution

Acts as media spokesperson and provides advice and guidance to other ministry spokespeople

**Coordinates the timely and appropriate preparation of print and electronic communications materials such as news releases, speeches, brochures, newsletters, videos, social media and websites**

Gives direction on material expectations in terms of quantity, quality, and timing

Oversees deadlines and budgets

Reviews materials for quality, accuracy, timeliness, effectiveness and adherence to the GoA brand, style and visual identity guidelines

**Supports corporate internal communications efforts in the ministry**

Assists the Director, Communications in advising the Minister, Deputy Minister and other ministry executive team members

Develops, oversees, and implements internal communications plans

Coordinates the timely and appropriate preparation of print and electronic internal communications materials

**Assists with implementing operational policies and systems**

Organizes branch resources to meet objectives, including managing staff projects and client assignments, recruiting permanent, temporary or contracted staff, and adjusting budget allocations to meet priorities

Reviews/approves invoices and expense claims

**Knowledge/Experience**

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Degree or diploma in communications, public relations, journalism, English or a related field and at least six years' related experience

Strong strategic communications planning and issues management skills

Strong media relations skills

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Strong project management skills

Strong knowledge of different communication tools and products such as media relations, social media, print and graphic design, advertising

Considerable knowledge of writing styles, including principles of plain language and Canadian Press Style Guides, to prepare and edit a variety of written materials including speeches, brochures and briefing material

Knowledge of the public consultation process

Understanding of Alberta political system, government decision-making processes and structure

Understanding of the business of the department including knowledge of various stakeholder groups and familiarity with issues, trends and directions

Knowledge of Government of Alberta Visual Identity Guidelines and understanding of print and graphic design principles and visual presentation styles

Knowledge of Freedom of Information and Protection of Privacy legislation, policies, and procedures

Knowledge of Public Affairs Bureau standards, policies and procedures

Understanding of accounting and financial reporting

Leadership, management/supervisory and teambuilding skills

## **Leadership and Business Know-How**

This position provides direction to the communications team of Public Affairs Officers and Administrative Support staff to provide communications support to the department. The Assistant Director provides orientation and training for new staff to ensure that staff are fully trained and knowledgeable of the department's policies and procedures, government roles and responsibilities, and Public Affairs Bureau policies and procedures.

The Assistant Director, Communications monitors work processes and assignments to ensure cost effectiveness of communications products, consistency in messaging across the department, and efficiency in meeting priorities and delivering results.

This position is responsible for coordination of cross-government initiatives, ensuring that information is communicated to the right people at the right time and department announcements are appropriately timed.

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The Assistant Director, Communications works closely with the Director, Communications to provide leadership on communications strategies and activities to support the department's business plan goals and expected outcomes.

## **Problem Solving**

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The Assistant Director, Communications is relied upon to provide creative solutions to effectively communicate department messages within budget constraints and, often, under tight timelines. Considerable innovation is required to recommend strategic communications solutions that meet the needs of the department, clients and stakeholders, and that are consistent with government directions and Public Affairs Bureau policies and standards.

This position also must manage expectations with clients, including managers, the deputy minister, minister and the PAB, in the delivery of communications plans and products.

### **Difficult or Challenging Situations and Complex Problems:**

The increasing use of social media and the 24-7 news environment presents a unique set of challenges and opportunities in communications. There is a growing need for quick dissemination of accurate information on government programs and services.

Strong analytical skills are used to synthesize a diversity of information, to anticipate the impact of department actions/initiatives, to recommend proactive approaches and develop appropriate strategies to address issues and opportunities, and to profile the department with its key stakeholders. This is often done within very tight timelines.

There are also challenges in coordinating issue responses, program announcements, etc. among a large group of ministries with a diverse set of positions and stakeholders.

This position may encounter challenges in balancing work loads and developing expertise of staff when faced with the large demand for communications support in the ministry across a number of mediums and needs (writing, internal communications, social media, etc.).

## **Relationships/Contacts**

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

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Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Public Affairs Officers and administrative staff	Daily	Provide direction, discuss work assignments, identify emerging issues and opportunities, and coordinate responses.
Minister's office, Deputy Minister's office, and Director, Communications	Daily	Ensure consistency of approach and response.
Assistant Deputy Ministers	Regular contact	Provide consultation and advice to address issues and opportunities.
Program managers and staff	Regular contact	Exchange information and to provide advice and consultation on new program initiatives and management of issues and opportunities.
Communications staff in other departments	Regular contact	Provide information and support.
Human Resources	As required	Interpretation of collective agreement and GoA HR Directives, policies and programs and to seek assistance or advice on employee relations issues, training, recruitment and job evaluation.
Public Affairs Bureau	Regular contact	To exchange information and develop communications approaches, seek specialized expertise and assistance (ie. web technology support, graphics and print design), and issues identification.
<b>External</b>		
Media	Regular contact	Provide information about the ministry's policies, programs and initiatives and respond to issues.
Stakeholders	Occasional contact	Provide ministry information and support the Director in

		maintaining awareness of ministry initiatives.
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### **Impact and Magnitude of Job (Scope)**

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

Communications advice and solutions provided by this position play a significant role in how the department is perceived by its clients and stakeholders and, ultimately, by the public. Decisions made and actions taken by this position impact the effectiveness with which the ministry communicates with its audiences. By engaging in coordination within the ministry and with other ministries on projects, issues and opportunities, this position also contributes to how government is perceived by the public and helps meet the information needs of Albertans.

Last Review / Update: 2017-12-12



# MJEP

## Benchmark Evaluation - M410-15

### Identification Section

<b>Working Title:</b>	Manager, Assured Income for Severely Handicapped (AISH) Strategic Planning
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Income Support for Persons with Disabilities Division, AISH Program and Policy Branch
<b>Reports To:</b>	Director, Program and Policy
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	<a href="#">M410-15</a>
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	<a href="#">M410</a>

### Job Summary

Position oversees the implementation of the approved recommendations resulting from the AISH review, which is a key strategy for the Department. The Manager analyzes key issues for income support for persons with disabilities, conducts trend and impact analyses, and leads, plans and organizes projects from both an Alberta and intergovernmental perspective to address these issues. Position must be aware of broader disability social policy issues in order to support senior department officials as they interact with their federal/provincial/territorial colleagues in the development of long-term directions and strategic options for national and provincial income support programs for persons with disabilities. Work involves developing implementation plans, ensuring required IT systems changes are identified and completed, and coordinates the development and delivery of training for AISH staff. Maintaining partnerships with public and private sector organizations, and developing and maintaining effective, open, and consultative relationships with clients and stakeholders is a key aspect of this role.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI3 304	E4 43% 132	E2C 115	551

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Short Profile: P1

## Evaluation Rationale

### Know-How:

- F:** Position requires extensive knowledge of disability income support issues across jurisdictions and community disability programs. Knowledge of strategic planning, policy development, project management and facilitation is required. The position provides a supportive role to senior department officials overseeing implementation of the program from the system's end, e.g. training requirements.
- I:** Position manages a small unit and supervises a few professional staff carrying out related objectives.
- 3:** The highest level of Human Relations skills are required as position supervises professional staff and is required to build consensus and work collaboratively with those who deliver AISH, AISH clients and advocates, other departments, provinces, territories and the federal government.

### Problem Solving:

Problem solving is within a general frame of reference requiring variable and creative approaches. There are regulations, policies and legislation governing the authority of this position, and it has two leadership positions directly above it (Director reporting to an ADM) . Position assists senior management with strategic planning and policy development for AISH program review and delivery It identifies program problems and solutions as well as stakeholder interests, and assesses future acceptability of alternatives.

### Accountability:

- E:** Position is subject to broad practices, regulations, and legislation governing AISH. There is managerial direction towards the achievement of specified results.
- 2:** Results are externally focused and impact a significant segment of AISH clients who receive assistance through the program. Impact is also on federal/provincial/territorial jurisdictions in development of long-term directions and strategic options for national and provincial income support programs for persons with disabilities.
- C:** Position provides advice and analysis to senior management and makes sound strategy and policy recommendations.

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**Last Reviewed:**

Last Review / Update: 2015-04-13

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Classification: Public



# MJEP Benchmark

## Job Description - M410-15

### Identification Section

<b>Working Title:</b>	Manager, Assured Income for Severely Handicapped (AISH) Strategic Planning
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Income Support for Persons with Disabilities Division, AISH Program and Policy Branch
<b>Reports To:</b>	Director, Program and Policy
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Manager will oversee implementation of the approved recommendations resulting from the AISH review. The AISH review is one of the key strategies for the department. This work involves developing implementation plans including activities and timelines, establishing departmental and interdepartmental teams to assist in implementation, ensuring the required IT systems changes are identified and completed, identifying training requirements and coordinating the development and delivery of training for AISH staff.

The Manager will also be aware of broader disability social policy issues and their impacts on AISH clients and persons with disabilities, and will participate on interdepartmental committees addressing disability issues. The Manager has lead responsibility for strategic policy, research and program evaluation.

The Manager will support senior department officials as they interact with their federal/provincial/territorial colleagues in the development of long-term directions and strategic options for national and provincial income support programs for persons with disabilities. This involves leading, planning and organizing projects from both an Alberta and intergovernmental perspective; analysis of key issues for income support for persons with disabilities; providing essential intelligence, trend and impact analysis; and developing recommendations for action.

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## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

The Manager is responsible for ensuring co-ordinated input and action from a departmental perspective in the following key areas:

Oversee the implementation of approved recommendations resulting from the AISH Review.

Evaluate changes to the AISH program, develop implementation plans and establish departmental and interdepartmental implementation teams. Identify systems changes and associated training requirements. Lead the development and delivery of training for AISH staff.

Lead business planning activities related to AISH, including monitoring and reporting on performance measures. Represent the division on the Integrated Business Planning Committee that produces the Business Plan and associated reporting documents. Provide divisional input into the development of the Executive Team Business Planning session. Identify relevant, reliable and feasible performance measures for the division.

Research key disability related issues and provide support to senior department officials in the development of long-term directions and strategic options. Analyze key issues, provide essential intelligence, trend and impact analysis and develop recommendations for action.

Liaise with provincial and national stakeholders. Seek input and build consensus around proposed and existing program and policy initiatives. Engage provincial stakeholders to get their input on the changes to AISH program and policy. Partner with provincial disability organizations to provide ongoing training for AISH staff to ensure that staff have more information about disabilities and programs and services. Represent Alberta in discussions with national stakeholders on federal/provincial/territorial disability income and support options being explored by the two levels of government.

Liaise with the Office for Disability Issues and other Alberta government departments around disability issues to promote collaboration and coordination of services for persons with disabilities. Takes an active role in working with partners to develop the Government of Alberta response to the Alberta Disability Strategy.

Participate in F/P/T work around income support for persons with disabilities. Chair or participate in teams established to conceptualize leading edge solutions, and seek alliances to move initiatives forward.

Lead, plan and organize projects relating to AISH program and policy development and implementation. Undertakes research on best practices in other jurisdictions to be incorporated into the AISH program as appropriate.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Knowledge of the history and current status of disability income support issues across jurisdictions, and knowledge of community disability programs and issues is required. The Manager requires a good understanding of related programs managed by other departments and other levels of government. A thorough understanding of the principles and practices of public administration and of the operations of the Alberta government with respect to decision making, legislative planning, financing, human resources etc. is also required in order to provide advice and analysis and make sound policy recommendations.

Issues affecting AISH clients and persons with disabilities are varied and complex. The disability community is well organized and active in advocating their issues. The Manager must have extensive knowledge of the disability community in order to create and influence effective public policy.

Strategic planning and project management skills are needed for program and policy development and implementation. Negotiation, consensus building and conflict management skills are needed when dealing with other departments, governments and stakeholder groups; excellent verbal and written communications skills are required for the preparation of briefing materials; strong conceptual, research, analytical and problem solving skills are needed for analysis of policy issues; leadership and goal setting skills are needed to manage change through others. Excellent organizational and multi-tasking skills are essential in order to effectively and simultaneously manage a number of initiatives while meeting tight timelines.

### Education:

Related degree in business administration or social sciences.

### Required Experience:

Working with complex issues involving multiple stakeholders.

Strategic planning, research and policy analysis.

Business Planning and Program evaluation.

Program implementation planning.

Project management.

Knowledge of and/or experience with intergovernmental issues and work modalities.

## **Leadership and Business Know-How**

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The manager is a member of and/or chairs departmental, interdepartmental and intergovernmental teams related to disability issues, business planning, program evaluation, and numerous program implementation and training issues. The position facilitates relationships on behalf of the branch with other divisions in SCS, other government departments, other levels of government and other stakeholder. The position is also responsible for evaluating the branch's performance and deliverables.

The Manager reports to the Director of the AISH Program and Policy Branch. The position operates with a fair degree of independence in representing the AISH program on committees/initiatives, and when formulating strategic directions for the AISH program.

## **Problem Solving**

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Problems inherent in managing diverse interests from multiple government and NGO stakeholder groups. This position will be required to work with a variety of participants, manage expectations and take all perspectives into consideration.

The Manager must be able to build consensus with those who deliver AISH, AISH clients and advocates, other Alberta government departments, and with other provinces, territories and the federal government. The work involves conceptualizing leading edge solutions, focusing the work to set the direction, and seeking alliances to move the work forward.

The work is challenging and difficult because it involves determining the interests of other stakeholders, assessing the future and the political acceptability of various alternatives and collaborating and building consensus with interest groups.

Assistance in resolving these issues is available from the senior management within the department including colleagues, the Director, and the Assistant Deputy Minister.

## **Relationships/Contacts**

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**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
AISH policy and Delivery staff, Office for Disability Issues, the Alberta Seniors Benefit and Housing Divisions and Persons with Developmental Disabilities.	Regular contact.	The position has ongoing contact with various divisions to seek input and coordinate work with other SCS colleagues.
<b>External</b>		
Alberta government departments, provincial, territorial and federal governments, contractors and consultants working on disability related issues, and external disability organizations.	Regular contact.	Gather input to support the development of ministry direction and strategic options for income support programs for persons with disabilities and other disability issues.

### **Impact and Magnitude of Job (Scope)**

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

Implementation of the recommendations from the AISH review will impact approximately 32,000 AISH clients and potentially approximately 1,600 Alberta Works Income Support clients. Recommendations affect the benefits and supports they receive through the AISH program. Implementation will involve coordination with Alberta government departments.

Disability issues cut across all orders of government and many government departments. Collaborative work is imperative with so many stakeholders having an interest in the outcome of strategic planning and policy development in the area of income support for persons with disabilities and the broader disability area.

Last Review / Update: 2015-04-13

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# MJEP

## Benchmark Evaluation - M410-30

### Identification Section

<b>Working Title:</b>	Manager, Information Technology Agreements Procurement
<b>Ministry:</b>	Health
<b>Division, Branch/Unit:</b>	Health Information Technology and Systems, Information Systems Delivery
<b>Reports To:</b>	Director, Project and Practice Management
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	<a href="#">M410-30</a>
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	<a href="#">M410</a>

[Organization Chart](#)  
(requires login)

### Job Summary

Reporting to the Director, Project and Practice Management, the position is responsible for the management of the IT Agreements and Procurement team responsible for the competitive procurement and contract processes for the division's Master Agreements. This includes procurement and creating complex contracts for IT related sources for the division under the long-term standing agreements with vendors such as IBM and CGI. for Applications Development Services, Applications Maintenance Services, Managed Operations and Business Intelligence Services.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI3 304	E3 38% 115	E2C 115	534

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Short Profile: B

## Evaluation Rationale

### Know-How:

- F:** Requires a computer science background and expert knowledge in the creation of complex IT related contracts, the APS procurement processes and guidelines, and the ministry's business.
- I:** Position provides leadership to a homogeneous program and small unit of professional staff. Position is responsible for interpreting the needs of the business areas, recommending the sourcing mechanism and consultation with multi-stakeholders to ensure an open and fair procurement process is followed.
- 3:** Managing contracting processes with numerous external suppliers to ensure the appropriate services are provided. Resolves issues with respect to compliance and conflict of interest.

### Problem Solving:

The Legal and Legislative Services branch reviews the contracts before final sign off. The Information Technology Agreements Procurement section works with contract and delivery managers to confirm contract delivery for services received. Complexity in the work is the ability to translate technical project requirements into measurable contractual outcomes. This includes being able to use judgement to distinguish between risks, constraints, assumptions and in scope and out of scope statements within contracts.

### Accountability:

- E:** The position has the authority to recommend ceasing procurement/contracting activities based on non-compliance.
- 2:** Services acquired through multi-year agreements to support the ministry's IT systems. The final contracts impact the success of the division in its overall work.
- C:** Ensures quality assurance for the creation of complex IT related contracts to support the business needs of the ministry.

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### Last Reviewed:

Last Review / Update: 2016-03-11

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## MJEP Benchmark Job Description - M410-30

### Identification Section

<b>Working Title:</b>	Manager, Information Technology Agreements Procurement
<b>Ministry:</b>	Health
<b>Division, Branch/Unit:</b>	Health Information Technology and Systems, Information Systems Delivery
<b>Reports To:</b>	Director, Project and Practice Management
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Senior Manager, Project and Practice Management, this position is responsible for managing the Information Technology (IT) Agreements Procurement team in providing procurement and contracting services associated with the major IT Agreements. Currently, the Ministry's established IT Agreements include Applications Development Services (ADS), Applications Maintenance Services (AMS), and Managed Operations (MO) Services.

This position manages the IT Agreements Procurement team in providing IT projects procurement and contracting services to various Ministry business areas by utilizing major IT Agreements and the established Project Management Office (PMO) Framework best practices, recommending best procurement solutions based on business needs, and ensuring quality and timely end-to-end procurement and contracting processes.

This position's responsibilities are enabled and accomplished through effective leadership, extensive expertise, knowledge and experience in the IT field. Effective use of the Government of Alberta procurement policies and procedures, and the effective application of terms and conditions of each unique IT Agreement are also essential to the success of this role.

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## Specific Accountabilities

(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)

### 1. Well Managed IT Agreements Procurement Team:

Overseeing and directing day-to-day procurement and contracting responsibilities and associated activities.

Identifying actions and strategies to be undertaken that are affecting or benefiting the procurement team and the supported business areas.

Managing the workload and people related challenges within the procurement team and all the interfacing stakeholders.

Assisting Agreements and Performance Management and PMO units within the Information Systems Delivery (ISD) Branch in grant management and PMO Framework development as required.

### 2. Proficient and Effective Services by the IT Agreements Procurement Team: Quality and Timely IT Projects Procurement and Contracting:

Leading and supporting IT projects procurement and contracting for the Division and the Ministry by ensuring procurement and contracting documents and processes comply with the policies and procedures of the Ministry, with the procurement policies of the Government of Alberta, and the unique terms and conditions associated with each major IT Agreement, namely ADS, AMS, and MO Services IT Agreements.

Performing quality assurance and controls on IT projects procurement, contracting, and contract routing documents under major IT Agreements to ensure the formats and content meet all the procurement requirements and the contractual obligations of the major IT Agreements.

Monitoring quality and compliance with the policies and procedures established by the Ministry and Government of Alberta, ensuring the required documentation has been completed, provided and communicated to effected parties (e.g. Contract Review Committee (CRC) approvals, contract routing documents, Service Alberta Procurement requirements, etc.).

Working closely with the PMO staff to ensure procurement and contracting documents are aligned with the established and evolving PMO Framework best practices.

Collaborating with Corporate Support Division Legal and Legislative Services, Financial Accountability Division Financial Controls, Government Services Procurement and others as required.

Negotiating, resolving, and facilitating resolution of identified financial controls and legal recommendations following IT projects contracts routing and reviews.

### **3. Sound Advice and Recommendations for Procurement and Contracting for IT Projects:**

Providing frontline leadership, advice, and coaching to Electronic Health Record (EHR) Delivery Services, Information Systems Delivery (ISD), Information Technology (IT), Information Management (IM), and Information and Analysis in day-to-day IT projects procurement and contracting.

Providing orientation and training to new Delivery Managers and other staff for all procurement and contracting processes associated with each major IT Agreement.

Interpreting IT projects procurement and contracting requirements and recommending best procurement and contracting options and solutions to satisfy the Alberta Health and Wellness (AHW) business requirements.

Providing information and interpretations of terms and conditions associated with each unique IT Agreement to IT Contract Managers, Delivery Managers, and other senior management personnel as required.

### **4. Continuous Improvement to IT Projects Procurement and Contracting Processes:**

Developing procurement and contracting guidelines and help documents in support of Contract Managers, Delivery Managers, and other senior management.

Preparing and maintaining procurement and contracting training materials, and providing training to Contract Managers, Delivery Managers, and others as required.

Assessing IT projects procurement and contracting processes for all major IT Agreements and recommending and implementing improvements through facilitation and communication with the affected stakeholders, such as Financial Controls, Legal and Legislative Services, Vendors, and Service Alberta Procurement Services.

Developing and implementing new and updated procurement templates, flowcharts, methods, guidelines, and practices for efficiency and effectiveness for ADS, AMS, and MO services procurement and contracting.

Communicating major IT Agreements procurement policies, procedures, and practices to Contract Managers, Delivery Managers, and other affected stakeholders.

Developing and maintaining procurement and contracting lessons learned, and presenting them to senior management for immediate improvements.

Developing and maintaining procurement and contracting status and statistics in support of senior management requirements associated with each major IT Agreement.

Supporting continuous improvement by applying experience from previous procurements and continuous alignment with the PMO Framework latest best practices.

## **5. Current and Up-to-date Major IT Agreements by:**

Initiating amendments and providing assistance to Contract Managers in preparation of amendments to major IT Agreements for Agreement renewals, annual rate adjustments, base increases, new processes, etc.

Resolving issues related to major IT Agreements through negotiations, collaboration with the affected stakeholders, facilitation of communications and facilitation of meetings.

Developing IT Agreements Amendments for Extensions, Consumer Price Index Adjustments, baseline adjustments, and changes resulting from business requirements.

## **6 Establishment of New Major IT Agreements by:**

Participating in all or the required phases of the competitive Request for Proposal (RFP) procurement processes for the establishment and implementation of a new major IT Agreement.

Assisting in the development of the RFP, associated IT Services Agreement and Schedules, and the development of the required IT Services Agreement templates.

Participating in the RFP evaluation process and consensus meetings towards the final recommendation of a contract award.

Assisting in the preparation of training materials and training of the in-house staff and vendor management staff in using the new IT Services Agreement and the associated templates and processes.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

### Knowledge of:

Government of Alberta procurement and contracting policies and processes, terms and conditions within Ministry's major IT Agreements currently in place for ADS, AMS and MO Services.

IT industry environments, best practices, trends and directions, and the phases and best practices of a systems development life cycle, applications maintenance and managed operations activities.

### Skills

Ability to translate technical project requirements into work request requirements in a clear and concise manner.

Ability to identify and differentiate between project phases such as requirements definition, design, construction and implementation, and various deliverables and work products.

Ability to identify and differentiate between risks, constraints, assumptions, dependencies, in-scope and out-of-scope statements within various procurement documents.

### Experience in:

IT ADS, AMS and MO procurement and contracting activities within a government environment.

IT Industry's Project Management, Systems Development, Systems Development Lifecycle, Applications Development, Applications Maintenance, and MO Production environments and operations.

Preparation of procurement and contracting documents, major IT contracts and schedules, templates, processes and procedures.

Facilitation of working groups and teams relating to procurement and contracting requirements of IT projects.

IT fixed price and time and materials contracts and associated differences in payment schedules.

Leadership and independent self-managed work habits and abilities.

Effective management and organization of workloads, pressure points and priorities.

Written and oral communications and effective interpersonal relationships.

### **Qualifications:**

Education - Graduate of a computer science program, or a technical institute diploma, or equivalent.

Work Experience - Continuously advancing related experience (5 years) within government or the health sector is preferred. Experience with project management office practices and multi-disciplinary teams is an asset.

### **Leadership and Business Know-How**

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The incumbent in this position is expected to review and authorize procurement and contracting documents to ensure Ministry and Government of Alberta policies and major IT Agreements terms and conditions have been met, follow-up and resolve financial and legal issues through negotiations, effective communication and facilitation with Delivery Managers, Finance and Legal representatives and others as required. This involves interacting with diverse senior management and executives within the Division, the Ministry and cross government.

This position facilitates relationships with other government departments and stakeholders, and is responsible for fostering and strengthening effective working relationships within the Ministry and other government departments.

### **Problem Solving**

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

IT Agreements Procurement Manager faces many challenges in recommending the best procurement and contracting paths by utilizing unique and specialized contractual arrangements associated with each major IT Agreement or re-direction to open tender procurement options.

This position resolves and negotiates outcomes for financial and legal issues, Government of Alberta Procurement Services issues; resolves conflict of interest issues, Intellectual Property issues, third party license arrangements issues, use of pre-existing work issues, etc.



The position is involved in negotiations of new terms and conditions of major IT Agreements, and writing and/or review of large IT Agreements and associated Schedules to ensure comprehensiveness, completeness, and accuracy.

The incumbent is expected to develop and implement new ADS, AMS, and MO processes, templates, and flowcharts to meet the procurement and contracting needs and to assist existing and new staff and contractors within the division in providing these services.

All of these situations require sound managerial judgment, problem or issue analysis and interpretation, critical analysis of procurement and contracting documents for the purpose of identification of anomalies and misinterpretations or transgressions, which may put the government at risk and to ensure that Legal and Legislative Services advice is sought and obtained for questionable situations.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal to our Ministry</b>		
Health Information Technology and Systems Branches: EHR Delivery Services, ISD, IT, IM, Information and Analysis.	Daily	Procurement, Contracting, and Routing documents; Client Satisfaction.
AHW Finance, Legal and Corporate Services Procurement	Daily	Procurement, Contracting, and routing documents; Legal and Financial Compliance, Open Tender Procurement interfaces.
AHW Legal and Legislative Services	Daily	Quality Procurement/Contracting; Legal Compliance.
Other AHW Divisions / Branches	On Request	Procurement, Contracting, and Routing documents; Client Satisfaction.
<b>External to our Ministry</b>		
Service Alberta Procurement Services	For every IT Agreement amendment or new IT Agreement	IT Agreements Amendments or procurement of a new IT Agreement.

ADS, AMS, and MO Vendors	Daily	Procurement and Contracting, Contract execution, Meetings.
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## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

This position provides services to EHR Delivery Services, ISD, IT, IM, and Information and Analysis Branches of the Health Information Technology and systems Division in their procurement and contracting needs for major applications development that range in millions of dollars, and must be completed in a timely and efficient manner to ensure IT resources and teams are procured and are in place to meet AHW needs and schedules.

Accuracy of procurement and contracting documents, adherence to Government of Alberta and Ministry policies, and terms and conditions of each unique IT Agreement are a significant part of this job, as well as the procurement, establishment, transition, and implementation of new major IT Agreements procurement and contracting processes.

Has the authority to determine best procurement method and leads IT projects Contract Managers and Delivery Managers or other senior management through various procurement and contracting options advantages and disadvantages exercise to ensure that the most effective and efficient methods for procurement and contracting are selected and employed.

Has the authority to ensure procurement and contracting activities under the major IT Agreements adhere to the appropriate policies.

Last Review / Update: 2016-03-11

# MJEP

## Benchmark Evaluation - M410-31

### Identification Section

<b>Working Title:</b>	Manager, Health System Architecture
<b>Ministry:</b>	Health
<b>Division, Branch/Unit:</b>	Information Strategic Services
<b>Reports To:</b>	Senior Manager, Architecture Services
<b>Levels to D.M.:</b>	4
<b>Job Description:</b>	<a href="#">M410-31</a>
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	<a href="#">M410</a>

[Organization Chart](#)  
(requires login)

### Job Summary

Reporting to the Senior Manager, System Architecture Services, this position leads stakeholder consultation processes to define and maintain the system architecture for Alberta Health's provincial-wide Electronic Health Record (EHR) system, an automated patient record system. This position is a link between the end-user [physicians, laboratories, hospitals, regional health authorities, hospitals, etc] and the information technology system experts. Working with defined outsourced vendors (i.e. IBM, CGI and Fujitsu) who further contract out projects and initiatives related to the development and implementation of the EHR, this position provides tactical and strategic level expertise on health systems architecture matters. It also ensures that the health systems architecture are kept up-to-date and support the business priorities of the EHR and reflect Alberta Health and Wellness standards and requirements.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI3 304	E3 38% 115	E2C 115	534

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Classification: Public



Short Profile: B

## Evaluation Rationale

### Know-How:

- F:** Requires expert level knowledge of system architecture methods, tools and frameworks, and the program needs of the multi-users within the provincial health system to ensure the development and enhancement process for the EHR systems have interoperability province-wide. .
- I:** This position co-ordinates the development of the architecture for the EHR system through outsourced vendors (IBM, CGI and Fujitsu) and professional contractors. Through the management of a stakeholder consultation process, defines the needs of the architecture and ensures that it meets the ministry's service delivery vision and mandate.
- 3:** Works in partnership with end-user, regional health authorities, health care professionals and information systems experts to achieve sound system architecture. This can require negotiations skills and conflict resolution where competing standards or best practices may impede defined project scope, schedule, or cost such as changes to the defined system architecture.

### Problem Solving:

Problem solving occurs within broad objectives defined by ministry goals and objectives and in an area with limited precedents and best practices. These objectives are achieved through consultation with cross-government groups, regional health authorities and Alberta Health and Wellness staff. In-house technical support is also available from the architecture Services Section. A challenge in this position is the integration of the EHR system with the Health Systems Architecture. The resulting product is part of the blueprint that forms the health system in the province. This is a dynamic environment and remaining abreast with the changes and its implications is challenging.

### Accountability:

- E:** Position is 4 levels to the Deputy Minister. Results are achieved within a well defined structure but with broad practices. As this is a new initiative, there are limited precedents and best practices in place. Although there is managerial direction available from the position above, position has latitude to achieve its objectives. The position is responsible for decisions that impact the EHR system architecture project, designs, and deliverables.

- 2:** Results are externally focused and affect a significant group of clients or end-users including the physicians, the laboratories, the hospitals, the regional health authorities across the province for a single program area, that being the EHR projects and initiatives.
- C:** Contributes to the province's health care system in a collaborative manner by being a key member of a team whose focus is the delivery of an automated patient record system for use province-wide.

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**Last Reviewed:**

# MJEP Benchmark

## Job Description - M410-31

### Identification Section

<b>Working Title:</b>	Manager, Health System Architecture
<b>Ministry:</b>	Health
<b>Division, Branch/Unit:</b>	Information Strategic Services / Information Technology / Architecture Services
<b>Reports To:</b>	Senior Manager
<b>Levels to D.M.:</b>	4

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Senior Manager, Architecture Services, the Manager, Health System Architecture is responsible for defining and maintaining the provincial Health System Architecture for the Electronic Health Record (EHR). The Manager is required to liaise with AHW, outsourced vendors and RHA architects on Health System Architecture matters supporting standards that enable EHR systems interoperability.

The incumbent provides tactical and strategic level expertise on Health System Architecture matters. This position ensures that the Health System Architectures are kept up to date and support the business priorities of EHR and reflect AHW requirements.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

- 1. Coordinate the definition and maintenance of the Health System Architecture that meets the business requirements of the Electronic Health Record (EHR). These architectures**

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**ensure the interoperability of the Electronic Health Record and that the components operate in a unified and integrated manner. This is accomplished by:**

Defining and maintaining the provincial Health System Architectures.

Defining and communicating to EHR IT project teams the interdependencies of the Health System Architecture assets.

Establishing architecture guidance/standards to be used by EHR projects that enable interoperability.

Providing management oversight and guidance to project teams and stakeholders to ensure that EHR IT projects align with AHW architectures and policy.

Participating with colleagues across the health system and government in the development of the Health System Architectures.

- 2. Support and coordinate the development and maintenance of EHR Architecture Roadmaps that define the status of Health System Architecture assets and architecture strategies for their development, enhancement, and use. These Roadmaps ensure that the status of the Health System Architecture assets are available and understood as input to the strategic and tactical planning processes. This is accomplished by:**

Collaborating with project and RHA architects to create the architecture models and guidance.

Providing management oversight to ensure that EHR Roadmaps align with AHW architectures and policy.

- 3. Communicate a common Health System Architecture vision for stakeholders and partners. This ensures that all stakeholders and partners have a common reference point as it relates to describing the EHR which reduces wrong interpretations and avoids inaccurate designs/developments . This is accomplished by:**

Maintaining formal and informal contact with architecture representatives from all stakeholders and partners.

Managing the relationship between INFOWAY, RHA, and AHW architects.

- 4. Effectively utilize the Health System Architecture assets through their useful life. This ensures that assets are being utilized in an efficient and effective manner, reducing development and maintenance costs. This is accomplished by:**

Coordinating teams of contract and professional staff in ensuring that assets are developed and used to maximize interoperability with health system stakeholders' solutions;

Conducting on-going governance of the HSA to ensure the vitality and its currency.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

### Knowledge:

Knowledge of the strategies, guidelines, policies, legislation, and processes of the organization is required.

In depth knowledge of Enterprise Architecture methods, tools and frameworks.

Knowledge of solution development methods, including object oriented and component design technologies, business intelligence and e-business.

Knowledge of process modeling and data modeling.

Knowledge of best-practice application design techniques to support asset management and component reuse.

Technical knowledge of a variety of software, including knowledge of industry wide standards.

Knowledge of the Canada Health Infoway Blueprint.

### Skills:

Strong leadership skills.

Strong negotiation skills.

Problem solving skills – identification, analysis, evaluation, of problems and solutions.

Ability to make and influence decisions which impact the organization.

Strong communication skills – written, verbal and presentation.

### Education:

University degree or college diploma in computer science, computer engineering, commerce, business administration or related field, or an equivalent combination of education, training and experience.



## Experience:

5 years IT experience with at least 1 year architecture experience in a large-scale application development environment.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The Manager, Health System Architecture, coordinates the development of architecture assets through outsourced vendors and professional contractors.

By managing a stakeholder consultation process, the incumbent will define and maintain the Health System Architectures for the EHR. Also, processes will be created to ensure that architectures and visions exist and that they remain vital and aligned to the business needs of the provincial health sector. The incumbent will ensure that the EHR solutions implement the strategic vision expressed in the Health System Architecture. This leadership will involve applying negotiation skills, conflict resolution and making difficult decisions where standards compete, or where standards or best practices may impede a projects defined scope, schedule or cost.

Recent examples include:

Provincial Health Information Exchange. They key component to the EHR is the Provincial Health Information Exchange (pHIE). This initiative, under development by the Calgary Health Region (CHR), is critical to the viability of a provincial EHR. This project required a great amount of oversight and coordination to ensure that its outcomes were aligned to EHR strategies as well as the Health System Architecture, while accommodating the immediate needs of the CHR.

Client Registry Architecture Design: The Client Registry project required leadership to develop a solution that would align to both the Capital Health Authority and the Calgary Health Regions existing client registry implementations, as well as meet the needs of provincial client strategies. Negotiations of those designs to align and interoperate were successful and are being implemented.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

One of the major tasks faced by the incumbent is the integration of RHA architectures with the Health System Architecture. This is a very complex task in that the environment is dynamic and keeping

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abreast of the changes and their implications is difficult. The incumbent is required to consult with cross-government groups, regional health authorities and AHW staff in order to produce a comprehensive Health System Architecture. The resulting product will form a blueprint for the health system in the province. One specific example of this is the rationalization and standardization of registries (person, provider, delivery site, etc.) and their incorporation into the architecture. Another example of challenging situations included negotiation of an agreement on the architecture for the Provincial Viewer application being developed and implemented by Capital Health. This agreement enabled an integration strategy to meet Capital's needs and at the same time is strategically positioned to support provincial goals and leverages existing assets.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal to our Ministry</b>		
Architecture Services	Continual	Contribution to HSA strategic vision.  Architecture alignment.  Major changes to defined architectures.
Delivery Managers	Continual	Direction provided to projects.  Expected contributions to HSA strategic vision identified.  Communication of changes.
Information Planning	Periodic	Architectural guidance and direction provided on strategic and tactical plans.
HISCA (Health Information Standards Committee of Alberta)	Periodic	Architectural approval provided.

		Architectural guidance and direction provided in the development of standard.
<b>External to our Ministry</b>		
Project Directors	Periodic	Project architectural expectations met.
Project Architects	Periodic	Project architectural expectations met.  Project contribution to enterprise architectures.  Asset Management processes followed.
Vendor Architect	Periodic	Project architectural expectations met.  Project contribution to enterprise architectures reported.  Asset Management processes followed.
RHA Architects	Periodic	Health authorities and other provincial/national jurisdictions solution align with and contribute to IM/IT strategic vision.

### Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The Manager, Health System Architecture is responsible for actions that affect EHR projects and initiatives, as well as in defining designs that affect the outcomes of those projects. The scope may also includes IT projects funded by INFOWAY and may include projects being delivered by the Health Regions.

Examples include the Netcare Provincial Viewer (Portal 2006) as well as the Provincial Health Information Exchange. The incumbent initiates reviews of all design deliverables to ensure that the

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design aligns to the business requirements, infrastructure requirements as well as conforming to applicable standards. If necessary the incumbent can recommend a course correction on any of the above projects should there be reason to do so.

Last Review / Update: 2016-03-11

# MJEP

## Benchmark Evaluation - M410-32

### Identification Section

<b>Working Title:</b>	Secretary of the Board
<b>Ministry:</b>	Transportation
<b>Division, Branch/Unit:</b>	Alberta Transportation Safety Board
<b>Reports To:</b>	Chairman, Alberta Transportation Safety Board
<b>Levels to D.M.:</b>	
<b>Job Description:</b>	<a href="#">M410-32</a>
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	<a href="#">M410</a>

[Organization Chart](#)  
(requires login)

### Job Summary

Reporting to the Chairman of the Alberta Transportation Safety Board, the position supports the chairman and board members, and is responsible for the day-to-day operations of the board. This includes developing and implementing policies, procedures, regulations and standards governing the board; recruiting and training board members on legislation, policies and procedures relating to the board; preparing draft decisions for the signature of the presiding hearing officer; monitoring board hearings and decisions ensuring that hearings follow the principles of natural justice and administrative law, and that decisions fall within the parameters of the legislation and regulations; representing the board in civil court matters, and meetings with counsel, and government and public agencies; identifying problems and emerging issues and trends to the chairman and minister; participating on committees to draft and repeal legislation and regulations; researching, developing and implement strategies to deal with high risk drivers; and ensuring minimum filing requirements are met prior to scheduling hearings, hearings are scheduled and held in a timely manner, and decisions are issued within the published timelines.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
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FI3 304	E3 38% 115	E2C 115	534
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Short Profile: B

## Evaluation Rationale

### Know-How:

- F:** The position requires extensive legal knowledge and experience in the areas of administrative and criminal law. The position requires extensive knowledge of legal practices as they relate to the operation of independent quasi-judicial boards; experience conducting hearings and writing judicial decisions; and knowledge of the principles of natural justice and administrative law.
- I:** The position is responsible for the day to day operations of the board's eight community offices, ensuring minimum filing requirements are met prior to scheduling hearings, hearings are scheduled and held in a timely manner, decisions are issued within the published timelines, and board decisions are consistent throughout the province. The position directs activities, which are similar in content and objectives.
- 3:** The position requires the highest level of human relations skills to work with over 30 board members to ensure that hearings follow the principles of natural justice and administrative law, and that decisions fall within the parameters of the legislation and regulations. The position must influence and motivate the board members to follow professional standards in conducting hearings, and to issue similar decisions in similar sets of circumstances. The position also supervises a small unit of administrative staff.

### Problem Solving:

Thinking is guided by legislation (the Traffic Safety Act and the Railway (Alberta) Act), legal practices as they relate to the operation of independent quasi-judicial boards, and the legal principles of natural justice and administrative law. Within this legislative framework the position plans, coordinates and ensures that the board meets its mandate. The position interprets board rules of operation, legislation and regulations, and the principles of natural justice. While the position is involved in developing strategies to deal with high-risk drivers, the focus of the work, for the most part, is on the operational management of the board. The position ensures that professional standards are followed in board hearings and that board decisions are consistent throughout the province.

### Accountability:

- E:** The position works within a legislative framework, including board rules of operation, where assistance is available from the Chairman of the Board.

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- 2:** Results of the position are externally focused affecting Albertans who would like to have their driver's license reinstated as well as driver training schools, driver instructors, driver examiners, vehicle inspection stations, and vehicle inspection technicians.
- C:** By providing legal interpretation and advice to the chairman and board members, the position provides an important support service to the Alberta Transportation Safety Board in meetings its mandate.

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**Last Reviewed:**

Last Review / Update: 2015-02-05

# MJEP Benchmark

## Job Description - M410-32

### Identification Section

<b>Working Title:</b>	Secretary of the Board
<b>Ministry:</b>	Transportation
<b>Division, Branch/Unit:</b>	Alberta Transportation Safety Board
<b>Reports To:</b>	Chairman, Alberta Transportation Safety Board
<b>Levels to D.M.:</b>	

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The position is directly responsible for ongoing management of traffic safety in Alberta through management of the Transportation Safety Board and reports directly to the Chairman, Alberta Transportation Safety Board (the Board).

The duties of this position require that legislation, regulations, policies and procedures, are applied in a fair and equitable manner to all Albertans appearing before the Board. There is also a responsibility to ensure the Board adheres to standards and reflects a positive and impartial image in keeping with the principles of “natural justice”, while not encumbering the Alberta Advantage.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

- 1. To ensure the consistency of Board decisions throughout the Province of Alberta by:**



Recruiting, educating and training 30 plus community Board members on procedures, policy and legislation related to the Board.

Monitoring Board hearings to ensure that decisions are impartial, independent and unfettered as dictated by the principles of natural justice and administrative law, ensuring that these decisions fall within the parameters of the legislation and regulations.

Preparing draft decisions for review and signature by the Presiding Officer of the hearing.

Monitoring Board hearing decisions to ensure that they are defensible in the Court of Queen's Bench and up to the Supreme Court of Canada.

Representing the Board at civil court matters.

Representing the Board at meetings with other government and public agencies regarding driving and/or Board issues.

Representing the Board at meetings with outside counsel hired by the Board when matters are being appealed to the courts.

Developing and implementing policies, procedures, regulations and standards governing the Board.

Arranges for resources in order to provide information on traffic safety on Reserves and Métis settlements.

**2. To provide information and clarification to the Chairman and Minister with respect to problems, issues and sensitive material relating to commercial bus operations by:**

Keeping the Minister and Chair abreast of regulated bussing issues that the Board has ruled on that could be controversial and may be brought to the courts.

**3. To promote legislative and regulatory reform to the Traffic Safety Act and the accompanying regulations by:**

Participating on committees related to drafting and repealing legislation and regulations.

Identifying problem areas and emerging conditions and trends that may impact safety.

Submitting briefings to the Chairman.

**4. To develop strategies to deal with high risk drivers by:**

Participating on committees.

Working with agencies in the private and public sector to research, develop and implement cutting edge technology and programs i.e., Ignition Interlock Program – a risk management instrument that identifies those driver who are at risk to re-offend. Vehicle Seizure Program.

Developing and refining programs and delivery systems for alcohol-dependent and dangerous drivers i.e., IMPACT, Planning Ahead, Traffic Clinic Courses.

**5. Ensure the accuracy and integrity of information made available to Board when conducting a review or appeal hearing.**

Ensuring minimum appeal filing requirements are met prior to scheduling a hearing.

**6. Supervising and monitoring customer service in a highly stressful work environment.**

Ensuring that clients are being dealt with in a fair and professional manner.

## **Knowledge/Experience**

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

### **Knowledge Required:**

Extensive knowledge of legal practices concerning the operation of independent quasi-judicial boards.

Extensive knowledge of applicable legislation, regulations and the principles of natural justice.

Extensive knowledge of policies, procedures, regulations and standards governing the Board.

Excellent communication skills, both written and verbal, are mandatory.

General knowledge of other departmental functions, programs and policies as well as organizational management.

### **Education/Training Required:**

Bachelor's Degree (Criminology, Law, Social Work) - desired.

Training and experience in conducting hearings, judicial decision writing.

Background in Criminal and Administrative Law.

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## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

This position must plan, coordinate, prioritize and ensure the delivery of the Board's mandate. It must be able to interpret legislation and regulations, the principles of natural justice, the Board Rules of operation as well as ensure professional standards for conducting hearings are followed. Must be able to ensure efficient use of resources.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The Secretary of the Board is responsible for the day-to-day operations of the Board's eight offices to ensure that clients are properly scheduled and hearings are held in a timely manner. This requires constant contact with staff and Board members to ensure that clients receive a similar Board decision given a similar set of circumstances.

Decisions must be issued in accordance with published timelines. Decisions must be lucid and professional, as all decisions can be appealed to the courts or could set a precedent for future appeals.

Assistance is available from the Chairman of the Board.

Where vehicles have been seized and a request for early release has been denied and the client brings the matter to the Minister wanting the decision overturned, the Secretary works to resolve the matter within the legislation/regulations. Where individuals are on the Ignition Interlock Program and are being extended or removed because of high readings, fails or warns the Secretary works to resolve the matter.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		

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Minister's Office	As required	To provide information with respect to sensitive Board decisions.
Chair of Board	Daily	To resolve ongoing issues.
Registrar, Motor Vehicle Services	Weekly	Exchange of information, issues, cases coming before the Board in the areas of: driver training schools, driver instructors, driver examiners, vehicle inspection stations, vehicle inspection technicians, commercial vehicle operations.
Alberta Registries Private Agents	Ongoing	To provide clarification of the Board's role and authority to ensure consistency.
Board Members	Daily	To ensure proper hearings are being conducted and to clarify driving records.
Board Staff	Daily	To provide direction and answer questions raised by public and other jurisdictions.
Human Resources	As required	To obtain assistance in resolving staff issues, concerns, recruiting community Board members.
<b>External</b>		
Police Agencies	Daily	To ensure timely police disclosure is made available to meet the Board's goal of holding hearings in a timely fashion.
Public	Daily	To provide relevant information on the Board's authority.
Lawyers	Daily	To provide proper information relating to appeals coming before the Board.
Alberta Motor Association	Monthly	To ensure that the Board receives relevant information on programs to assist the Board in making decisions relative to public safety.
Guardian Interlock Systems	Daily	To continue to develop and enhance the Ignition Interlock

		Program in order to deter drinking while driving.
Alberta Foundation of Administrative Justice	Annually	To provide support and share ideas.
Board's Legal Counsel	As required	To obtain information/direction on cases or appeals to the courts.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

This position is responsible to ensure the Board functions as an effective independent appeal body for all matters within its scope of authority as set out in the Traffic Safety Act and the Railway (Alberta) Act. Failure to perform to the standards mandated will result in cases being taken directly to the courts causing unnecessary workload for the courts.

The position acts for the Chairman in his absence.

Last Review / Update: 2015-02-06

# MJEP

## Benchmark Evaluation - M410-33

### Identification Section

<b>Working Title:</b>	Manager, Finance and Administration
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Persons with Developmental Disabilities, Edmonton Region
<b>Reports To:</b>	CEO, PDD Edmonton Region Community Board
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M410-33
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M410

[Organization Chart](#)  
(requires login)

### Job Summary

Reporting to the CEO, PDD Edmonton Region Community Board, the role is responsible for the financial management and administration of the region's financial resources, budget process, financial monitoring as well as the delivery of administrative, IT and program support functions through the supervision of a Business Manager (AS 5).

The position directs a small professional team consisting of a budget officer and financial analyst and Administrative Contract Payments (AS 6 - supervises a financial support worker (HS 1) and AS 5). Position has financial accountability for over \$144M provided to 40 agencies, internal direct operations, administration and governance in support of 2700 clients.

The Edmonton Region is one of six PDD regions within the province.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI3 304	E3 38% 115	E2C 115	534

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Short Profile:

B

## Evaluation Rationale

### Know-How:

- F:** Position is the senior financial position in the region and as such requires broad financial knowledge and strong knowledge of the governing financial policies, regulations, automated systems (e.g. IMAGIS) and accountabilities within the Ministry and within Government including good knowledge of the Financial Administration Act. A professional Accounting Designation e.g. CMA, CGA or CA is required to meet the responsibilities of the role in areas such as budgeting, forecasting, financial statement preparation and review and financial administration for the region.
- I:** Provides the supervision, leadership and direction to a small financial team and a Business Manager (10 reports) for the region. Role manages the administration of the payments for contracts negotiated by others (Contract Manager regarding block contracts with agencies and Individual Service Contracts by the Client Services Coordinators). Role does not have a significant requirement for integration of multiple functions/groups hence evaluated as I.
- 3:** Role has direct responsibility for three staff and indirectly 10 administrative support requiring skills in motivating and coordinating towards meeting the financial and administrative needs of the region.

### Problem Solving:

Within the financial framework of legislation, regulation and policies and direction the position is challenged to develop accurate financial forecasts within a demand driven program with a fixed dollar allotment. Historical trends, information and past precedent provides guidance. Annual audit is conducted with general direction from the Auditor General. Position is accountable to the CEO for the financial program and administrative functions that involves analysis and development of recommended alternative courses of action within clearly defined objectives, principles and practices the push to 38% recognizes the diversity of situations presented.

### Accountability:

- E:** There is managerial direction towards achievement of results from the CEO and a framework (Administrative policies and practices; GOA financial legislation, policies, and GAA practices as well as Ministry direction) providing guidance.
- 2:** Position reports to the CEO and provides financial budgeting, forecasting, monitoring, reporting, auditing, IT and administrative responsibilities in the region ((\$144 million provided to 40 agencies, internal direct operations, administration and governance).
- C:** Managing a complex support service providing financial, administrative and program support for a PDD region.

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### Last Reviewed:

Last Review / Update: 2015-04-13

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# MJEP Benchmark

## Job Description - M410-33

### Identification Section

<b>Working Title:</b>	Manager, Finance and Administration
<b>Ministry:</b>	Human Services
<b>Division, Branch/Unit:</b>	Edmonton Region Community Board for PDD
<b>Reports To:</b>	CEO, PDD Edmonton Region Community Board
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the CEO, and within the scope of legislative and Government of Alberta financial policies, this position is responsible for the financial and administrative effectiveness and efficiency of the Edmonton Region Community Board by aligning operational processes with Board strategic initiatives and monitor these functions/initiatives.

This position fulfills the role of key financial strategic resource and as such, provides the information, advice and recommendations necessary for the Edmonton Board and CEO to make informed decisions.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

1. **Financial budgeting, forecasting, monitoring and reporting of results.**

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udget and forecast preparation is a strategic activity that has a direct impact on program and financial decision-making within the Edmonton Region and a resulting province-wide impact. The success of the Edmonton Board is significantly impacted by its ability to obtain sufficient financial resources through the allocation and budget process and manage those resources in an effective manner through the financial management and monitoring functions performed by this position. Due to the sensitivity of the financial management function, and the nature of the functions and relationships managed by this position, there are significant risks associated with poor judgment and/or decisions. These risks are both regional and provincial in scope and can become public issues for government if handled improperly.

**2. Effective and efficient internal support services are essential to support the program's operations and indirectly, client services.**

cting technical and administrative staff.  
 eveloping and implementing staff training programs.  
 iding on-the-job training.

**3. Effective management and leadership of the Finance, Administration and IT functions within the Edmonton Board are essential to ensure the Edmonton Board's strategic priorities are met.**

retaining and coaching a fully competent staff complement to meet the needs of the Board.  
 evelop, modify and implement business plan elements within assigned work units.

**4. Financial accountability for internal funds and external allocations.**

nsure compliance and uniform application of accounting principles and practice.  
 urchase completion and submission of mandatory reporting and annual financial statements for the Edmonton Board within prescribed timelines.  
 itigate audit by Auditor General staff, complete working papers and resolve audit queries.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Extensive financial management expertise in large, automated organizations.

Competency with public presentations and ability to tailor presentations to effectively communicate to a diverse stakeholder group.

Ability to develop and define strategic initiatives and successfully implement within multi-disciplinary teams.

Experience working within a Board governance structure.

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Knowledge of PDD services and supports.

Understanding of Provincial Government financial responsibilities reporting requirements and standards.

Demonstrated research skills and knowledge of quantitative analysis.

Competency in the review and re-design of management information systems and IT capabilities.

Competency in the review and re-design of administrative and financial support systems.

Excellent verbal and written communication skills.

Demonstrated leadership and supervisory skills.

Professional accounting designation and related degree.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Responsible for the leadership of the internal support teams (administration, finance, budget, IT).

Direct supervision of three staff (Budget Officer, Business Manager and Financial Administrator) and indirect supervision of 10 staff within the support teams.

Utilize research abilities to initiate studies of a financial nature that improve financial forecasting and predictability of service demand in the future.

As a member of the Board's senior management team, provides leadership, direction and input into the strategic priorities established by the Edmonton Board. Translates these priorities into detailed work plans for the internal support teams.

Coordinate the activities of the internal work teams and monitor results throughout the year to ensure objectives are met in support of the Edmonton Board's strategic priorities.

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Manage the development of the financial component of the region's three-year business plan.

Translate the Board's three-year business plan into annual operating budgets that support the two divisions within the Edmonton Board (Community Services and Direct Operations).

Coordinate review of service provider audited financial information to ensure compliance with policy.

Provide the key financial advisory role for the CEO, Governance Board and senior management.

Consult and liaise with financial peers in the other PDD Board's and at the Provincial office level to ensure consistent, relevant financial reporting standards are developed and adhered to.

Consult and liaise with staff responsible for IT and information systems at the Board and Provincial level to ensure our information and technical systems support the business operations.

Represent the Edmonton Board on the provincial Financial Managers Committee.

Coordinate the internal year end audit functions between the Edmonton Board's audit committee and the Auditor General's office.

Ensure annual audited financial statements adhere to the Ministry and the Provincial office.

Chair the Edmonton's Board Occupational Health and Safety Committee charged with health and safety matters, identify problem areas, make recommendations to management, including who should be responsible to implement the recommendations.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Utilize research abilities to initiate studies of a financial nature that improve financial forecasting and predictability of service demand in the future.

Investigate and determine root causes resulting in fluctuations between forecasted and actual results and determine the probability of continued differences.

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Gather historical data and compile or graph in order to determine if cyclical trends exist in individual costing and demand pressures.

Through interviews, study of work flow processes, bottleneck identification and determination of unmet internal administrative needs, redesign administrative and finance roles within the Edmonton Board to improve customer service.

Develop non-standard solutions to non-standard financial problems.

The most challenging situation within this role is to accurately forecast the financial year-end position of the Edmonton Board. This is challenging as it is a demand driven program within a fixed annual allotment. Historical trends and future potential known clients with disabilities are identified to predict anticipated demand for service. This demand is then used to determine the effect it will have on the financial results of the Edmonton Board. Fluctuating costs per case are another factor that affects the ability to predict year-end results. Identification of historical cyclical trends and inflationary factors must be incorporated into the forecast to accurately predict cost pressures.

Currently, the challenge facing this Edmonton Board is to redefine services so that they are sustainable in the long term. The determination of future financial pressures, changes to the way services are delivered and remunerated and the resulting change to the financial viability of the Edmonton Board are some of the complex problems currently being addressed.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Provincial Office	Minimum monthly.	Finance coordination, committee work.
Governance Board	Minimum monthly.	Financial updates and reporting.
Regional Finance Managers	Monthly.	Development of financial standards.
CEO and Senior Management	Weekly.	Financial and administrative perspectives within senior management meetings and committees.

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Internal Staff	Daily.	Leadership in areas of finance, administration and IT.
Audit Committee	Minimum quarterly.	Financial updates and reporting.
<b>External</b>		
General Public	Monthly.	Board financial presentations.
Service Providers	Minimum quarterly.	Forums, general financial inquiries, committee work.
Individuals in Service	Minimum quarterly.	Forums, public board meetings.
Auditor General	As required.	Coordination of annual audit.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

This role is responsible for leading and mentoring the teams that are responsible for achieving the financial and administrative objectives of the Edmonton Board. This includes the allocation and accountability for financial resources currently totaling in excess of \$144 million provided to 40 agencies, internal direct operations, administration and governance in support of 2,700 clients within the Region. Recommendations and decisions made by this role directly effect the internal PDD operations and depending on the type of decision or recommendation made, may affect the Ministry and regional clients. Significant risks are associated with poor decision making, the scope of which can become public issues if handled improperly.

Last Review / Update: 2015-04-13

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# MJEP

## Benchmark Evaluation - M410-14

### Identification Section

<b>Working Title:</b>	Healthcare Manager
<b>Ministry:</b>	Justice and Solicitor General
<b>Division, Branch/Unit:</b>	Corrections
<b>Reports To:</b>	Director, Calgary Correctional Centre
<b>Levels to D.M.:</b>	4
<b>Job Description:</b>	M410-14
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M410

### Job Summary

Reporting to the Director, Calgary Correctional Centre, the position is a working Corrections nurse who manages health care staff, delivery of health services and programs at the Centre and surrounding correctional facilities.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI3 304	E3 38% 115	E2C 115	534

Short Profile: B

### Evaluation Rationale

#### Know-How:

**F:** The position requires specialized nursing knowledge of addictions, mental health, and health issues for inmates.

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**I:** The position manages a team of health professionals at three correctional facilities and the Centre, plans health programs for the Centre and performs nursing functions.

**3:** Excellent human relations skills are required to assess, treat, advise and inform external stakeholders such as: T.B. Services, HIV Clinics/Social Services and to inform, direct, guide, supervise, teach and motivate internal staff.

**Problem Solving:**

Within the health care setting, problems are resolved and decisions made can be life impacting. The nature of offender health issues is complex and diverse.

**Accountability:**

**E:** The Healthcare Manager ensures that the inmates health needs are met. The pull recognizes that the position can collaborate with staff and other health professionals. Security approval is required if the inmate is required to leave the centre.

**2:** Healthcare services are provided to the inmates. Participates in the development of practices and standards that are in place in all centers.

**C:** Position is required to ensure that appropriate health care service is available within the institutions for the inmates.

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**Last Reviewed:**

Last Review / Update: 2016-03-11

# MJEP Benchmark

## Job Description - M410-14

### Identification Section

<b>Working Title:</b>	Healthcare Manager
<b>Ministry:</b>	Justice and Solicitor General
<b>Division, Branch/Unit:</b>	Corrections
<b>Reports To:</b>	Director, Calgary Correctional Centre
<b>Levels to D.M.:</b>	4

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Director, Calgary Correctional Centre, the position is a working Corrections Nurse who manages health care staff, delivery of health services and programs at the Centre, and surrounding correctional facilities. The position is responsible for ensuring that inmates' health needs are met.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

1. **Seek to understand others' points of view to provide consultative advice on various issues by:**
  - communicating daily with the Centre Director, operational managers, and programs staff to resolve policy issues, and issues pertaining to the health care of individuals and groups of offenders.
  - providing direction to subordinate staff, which include psychologists, nurses, and support staff to ensure delivery of quality health services to the offender population.

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maintaining extensive contact with physicians and allied health professionals in the Centre and the community to promote effective delivery of health services to offenders while incarcerated and upon release.

**2. Budgetary, staff supervision, and management of controlled substances accountability exercised by:**

Ensuring that all related contracts operate within defined budget parameters.

Monitoring errors or omissions by subordinate staff, which could have far reaching effects, i.e. serious illness or loss of life.

Ensuring that narcotics and other medications and drugs are stored in accordance with the Narcotics Control Act, Departmental policy, and other relevant legislation.

**3. Deliver quality services through innovation and creativity:**

Established physiotherapy services in Corrections which required changes to legislation. This has resulted in a higher level of offender health care, reduced escort costs, and an approximate savings of \$100,000 per year for the centre.

Established satellite first aid facilities at a minimum security bush camp in accordance with the Occupational Health and Safety Act and its pursuant guidelines.

Developed, implemented, and delivered an advanced first aid model for all emergency response teams in the Centre resulting in a higher quality of first aid response care.

Conceived, developed, and tested a disaster response procedure which can be used in a variety of situations where large numbers of patients require treatment, triage, sorting, and evacuation.

This ensures continual development of better health care procedures.

**4. Effective policy and standard development and information sharing made through:**

Development of provincial policies for delivery of health services in provincial correctional facilities.

Clarifying and interpreting policy to other provincial coordinators and the Correctional Service of Canada, when required.

Evaluating the effectiveness of delivery of health services provincially.

Providing assistance to Health Care Managers in the Province as well as to Correctional Service of Canada Health Care Managers in terms of problem solving or program development.

Working with Corrections Canada in terms of establishing health services standards in Canadian Corrections.

**5. Consult with a variety of stakeholders in order to:**

Negotiate with AUPE - Master Agreement and Subsidiary 10.

Communicate information to other provincial correctional centres.

Participate in the delivery of courses, i.e.: physical assessment, correctional officer camp training, wellness programs, etc.

Act as a consultant to SMC in terms of psychiatric and/or medical issues.

Participate as a member of various committees including: Public Works, Supply and Services Standing Orders, Employee Relations Committee, Negotiations, Tuberculosis Control, Infection Control, Policy Development, Nursing Standards.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Knowledge of all specialties as they relate to correctional nursing, including emergency, psychiatry, psychology, medical/surgical, substance abuse, maternity and gynecology, sexually transmitted diseases.

Knowledge of the Criminal Code of Canada, the Corrections Act, the Mental Health Act, the Fatalities Act, the Public Health Act, the Narcotic Control Act, and the Young Offenders Act is also required.

Human resource management, supervision and offender management, security, and budget management skills and clinical skills in all areas of nursing are required.

Good communication skills, both written and oral, are essential.

Accreditation as a Registered Nurse supplemented by a solid understanding of related legislative acts is required.

A diverse nursing background including acute care nursing and supervision of professional groups is also an asset.

Eligibility for membership in the Alberta Association of Registered Nurses.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

This position must coordinate and organize the health care unit. Position identifies offender health care needs and develops programs that meet those needs. In meeting offender health care needs, position participates in the negotiation and development of service contracts for dental, optical, physiotherapy, and other medical services and mediates and interprets contract problems. In addition, position liaises with outside collateral contacts i.e.. Tuberculosis Services, HIV Clinic, community hospitals, laboratories, etc. Position is responsible for evaluating the effectiveness of health care service delivery and for developing performance objectives for nursing, psychology, administrative support staff, and medical escort teams with evaluation through the Employee Performance Appraisal System.

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## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The Health Care Manager often faces situations involving substantially diverse procedures. This position must first identify the nature of the problem and then adapt solutions from known alternatives in an environment where access to assistance is not readily available. Position must balance the competing interests of nurses (nurse practitioners), psychologists, physicians, and operational staff, to ensure the health care needs of offenders are met within budgetary constraints.

Approximately 800 medical appointments are seen each month. Many of these offenders are in poor health as a result of malnutrition or substance abuse and poor health habits while at large in the community and may require intensive treatment programs or intervention during incarceration to address longstanding health care problems which have not been addressed or neglected entirely.

In addition, this position is responsible for the mediation of and service evaluation of consultant contracts of \$104,700; wage and employee costs of \$324,800; and operational costs (pharmaceutical and other purchases) of \$60,000 for approximately \$500,000 total.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Director	Daily.	Inform, coordinate, receive direction, and guidance.
Nurses, Physicians, Psychologist, Psychiatrist, Administrative Support	Daily.	Inform, direct, guide, supervise, problem solve, motivate, influence, coordinate.
Offenders	Daily.	Problem solve, teach, provide service.

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Correctional Officers/Deputy Director, Operations	Daily.	Inform, teach, and problem solve, also information sharing, provide guidance/supervision.
Escort Staff	Daily.	Coordinate medical escorts.
<b>External</b>		
T.B. Services, HIV Clinics/Social Services	Every month.	Assessment and treatment, advise, inform; payment decisions for offenders prosthetics, etc
Public Works, Supply and Services	Every 6 months.	Develop and/or review revisions of medical supply and pharmacy standing orders.
Office of the Ombudsman	Weekly.	Investigate and resolve offender complaints.
Correctional Service of Canada	Weekly.	Assessment and referrals of offenders, budget issues, i.e. payments for medications, prosthesis, etc., information sharing, policy development.
Community hospitals	Daily.	Offender referrals and consults, payments for services.
Offender families	Weekly.	Resolution of health concerns.
Emergency Medical Services, Calgary	Monthly.	Referrals for offenders and staff, payments for services.
Offenders lawyers	Weekly.	Resolve problems, request court assistance for treatment orders.
AIDS Calgary	Monthly.	Referrals.
Calgary Health Services	Every 6 months.	Health and Safety issues, staff immunization.
Education - U of C Foothills Hospital, Mount Royal College	Weekly.	Resource for internal in-services training for Emergency Response Teams, develop programs, liaison for student placements.
Suicide information	Once yearly.	Resource for training materials.
Community specialists	Weekly.	Offender referral and consultation.

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## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The Health Care Manager is accorded significantly more latitude in making medical decisions than would a comparable position in a community setting. Given the complexity of offender health care needs, a nursing supervisor or nursing unit manager in a hospital has less decision making authority. In addition, patient care is conducted with significantly less direct supervision from physicians than in a hospital setting. This position is involved in the promotion of the professional image of the department by providing quality nursing and working within established nursing practice standards with the overall interest of protection of the community. Stakeholders include a multidisciplinary team of health care professionals, administrative personnel, and community members.

Last Review / Update: 2016-03-11

# MJEP

## Benchmark Evaluation - M410-12

### Identification Section

<b>Working Title:</b>	Manager, Business Planning
<b>Ministry:</b>	Culture and Tourism
<b>Division, Branch/Unit:</b>	Strategic Corporate Services, Business Planning and Performance Management
<b>Reports To:</b>	Director, Business Planning and Performance Management
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M410-12
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M410

### Job Summary

Reporting to the Director, Business Planning and Performance Management, the position leads the development and coordination of the ministry's business plan, departmental performance plan, the deputy minister's performance contract and the operational planning process. Position also coordinates ministry wide preparation of briefing materials for Standing Policy Committee on Health and Community Living, Committee of Supply, and Treasury Board, and coordinates follow-up issues.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI3 304	E3 38% 115	E2C 115	534

Short Profile: B

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## Evaluation Rationale

### Know-How:

**F:** Position requires extensive knowledge of strategic business planning, benchmarking and procedures for alignment of performance measures with the ministry's business plan goals. Advanced knowledge of research methods, including knowledge of research design and implementation, data collection techniques, results analysis and presentation in relation to survey research is also required. A solid understanding of the Government of Alberta's accountability framework requirements such as business plan, annual report, departmental performance plan, Deputy Minister's performance contract etc. is essential.

**I:** The position manages one direct report, a Business Planning and Performance Measurement Analyst.

**3:** Strong human relations skills are required in motivating others to accept change, co-operate and commit to issues that may be sensitive and controversial. Position involves extensive interactions with divisional planning staff and program managers in order to undertake business planning and addressing department opportunities, issues and challenges.

### Problem Solving:

The process of developing business and operational plans is managed within a government wide framework where the focus is on striving to develop goals, measures and strategies that represent the diverse operations of the department and that provide feedback to allow creative developmental thinking for improving organization performance.

### Accountability:

**E:** There is managerial direction from the Director toward achievement of specified results.

**2:** The results of the position are both internally and externally focused. The position is responsible for the preparation of the ministry's business plan, performance plans and operational plan, affecting the ministry and the ministry's external clients, partners and stakeholders. The position is also responsible for the briefings in support of these reports, and requires close collaboration with all divisional and branch representatives, the Financial Services Branch and the business planning community across the Government of Alberta.

**C:** A key role of the position is providing interpretation and advice to the ministry and its divisions on government direction, department requirements, measuring performance and reporting results.

### Last Reviewed:

Last Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M410-12

### Identification Section

<b>Working Title:</b>	Manager, Business Planning
<b>Ministry:</b>	Culture and Tourism
<b>Division, Branch/Unit:</b>	Strategic Corporate Services, Business Planning and Performance Management
<b>Reports To:</b>	Director, Business Planning and Performance Management
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Director of Business Planning and Performance Measurement, the Manager of Business Planning has lead responsibility for developing and coordinating the ministry's business plan, departmental performance plan, deputy minister's performance contract and the operational planning processes.

This position assumes acting duties for the Director in his/her absence.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

1. The ministry-wide business plan is prepared and coordinated to meet the ministry's accountability obligations under the *Government Accountability Act* by working with and providing guidance and direction to the divisional planning managers.

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2. The departmental performance plan, Deputy Minister's performance contract and quarterly reports are developed.
3. The annual operational plan is developed and regular status reports are provided to Executive Committee and divisional management.
4. Briefing materials for Standing Policy Committee on Health and Community Living, Committee of Supply and Treasury Board are developed and any issues are addressed.
5. Planning sessions are held with Executive Committee, divisional management and stakeholders to establish/update the ministry's mission, vision, core business, goals and strategies.
6. Ministry activities are well-represented in the Government of Alberta Business Plan.
7. Consultation services are provided to divisional planning managers on business and operational planning.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

The position requires a university degree in business, public administration or social sciences with several years of progressively related experience within the public sector in the area of business planning. Project management and cross-functional team work experience is also required.

In-depth knowledge of strategic and business planning principles, policy development, benchmarking and procedures for alignment of performance measures with the ministry's business plan goals.

Advanced-level knowledge of research methods, including knowledge of research design and implementation, data collection techniques, results analysis and presentation especially in relation to survey research.

A significant understanding of the ministry-wide reporting, business planning, and decision-making processes and structures.

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Solid understanding of the Government of Alberta's accountability framework requirements.

Knowledge of project management, facilitation, consultation and stakeholder engagement principals and techniques.

Strong facilitation, consultative, consensus building and conflict management abilities to resolve complex issues.

Ability to develop creative and innovative solutions to new challenges and to promote and obtain acceptance throughout the ministry.

Exceptional written and oral communication skills, including a commitment to detail.

Ability to effectively gather, synthesize, integrate, and interpret multi-faceted information from a wide range of sources and perspectives.

Extensive computer skills utilizing Windows-based applications, the Internet, spreadsheets and statistical programs.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Overall, the position receives general direction from the Director of Business Planning and Performance Measurement, but the details required for project completion are developed by the incumbent who will be held accountable for the results. The position plays a significant coordination and facilitation role in the ministry and its divisions to guide the preparation of input into the ministry business plan and the departmental and Deputy Minister performance plans. This includes providing advice on government direction, department requirements, measuring performance and reporting results. This position is responsible for preparing the ministry's business plan, providing input into the Government of Alberta Strategic Business Plan, and providing reports and briefings on business and operational planning. The parameters of these responsibilities are broadly defined leaving considerable latitude for specific action. This position is meant to challenge the status quo in proposing strategies and environmental trends that will challenge the organization to improve its capabilities.

The position involves extensive interactions with divisional planning staff and program managers in order to undertake business planning so as to address department opportunities, issues and challenges, and to ensure that the division's contributions to the ministry business plan are in keeping with ministry and government of Alberta strategic priorities.

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Organization-wide consultation and perspective is required to provide a cohesive presentation of ministry wide priorities to Executive Council, the Minister and Standing Policy Committee.

The position may also be required to develop or revise ministry processes, such as for staff or stakeholder consultations, quarterly reporting or the development of comprehensive briefing material for the Minister. An example would be the development and implementation of a common operational planning system across the department, including analyzing existing practices and introducing new processes based on best practices used elsewhere in government. The development of a framework illustrating the business planning cycle and timelines would be another example. This would be used to clarify and communicate the planning process to divisional management and staff and to ensure that all key deliverables are of high quality and completed in a timely manner.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Business and operational planning present a variety of complex problems and issues that may arise with little or no notice, including many which involve balancing competing divisional and departmental priorities. Business planning is not a static process. For example, every year there are changes in the planning process as well as in expectations from Executive Council, Alberta Finance and also from the ADMs and Deputy Minister. This is compounded by regularly changing expectations from SPC on how to present the ministry priorities, business plan and the budget to its members. The incumbent must be able to rationalize these changing expectations and ensure that they are adequately addressed so that everyone's needs are met. Experience together with expertise and knowledge ensure the most appropriate resolutions. Many of the issues faced in the position are politically sensitive and confidential and require a combination of knowledge, experience and tact to address.

This position requires a high degree of analytical and creative thinking, particularly with respect to business planning, departmental performance plans, issues identification, report preparation and financial planning exercises. The challenge is to ensure that the ministry's business plan meets the government-wide objectives and parameters while recognizing the unique and challenging mandates of the ministry's divisions. This requires goals and strategies that capture the diversity of the ministry's operations (4 divisions, 6 foundations/commission, 1 secretariat). As well, each year the government planning process changes as do the expectations surrounding the organization and content of the deputy minister's and departmental performance plans. These changes may arise at any time, based on direction from SPC, Executive Council or Alberta Finance, and are often provided with short timelines and without detailed instructions or background information. The position

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must be able to address these changes and ensure that the relationships between changes are identified and captured in each of the key planning and performance documents to ensure that nothing falls between the cracks and that the ministry is positioned for success. For report preparation, the challenge is to ensure that the priorities and broad mandate of the department are addressed while addressing the concerns of the divisions. These challenges are apparent during the preparation of the business plan and input into the Government of Alberta Strategic Business Plan.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Director Business Planning and Performance Measurement	Daily.	Obtain general direction and guidance and provide analysis and recommendations on operational, business planning and issues briefings.
Deputy Ministry and Executive Committee	Monthly.	Working with the Director, provide briefings and other materials related to the business plan, Deputy Minister contract, departmental performance plan, and operational planning.
Minister	Quarterly to bi-annually.	Under the direction of the Director, provide briefings, speaking notes and other materials regarding business planning through Communications in order to present the business plan.
Divisional Business Planning Managers	Daily to monthly.	Incorporation of divisional information into the ministry's business plan, performance plans and related briefing materials.

Financial Services Branch	Daily to monthly.	Coordination of briefing binders/materials for presentation of the ministry's business plan to SPC.
Communications	Daily to quarterly.	Development of briefings, speaking notes and other materials regarding business planning.
Human Resources	Quarterly.	Facilitate input for the departmental and Deputy Minister performance plans and reports.
Information Systems	Daily to monthly.	Facilitate input for the departmental and Deputy Minister performance plans and reports.
<b>External</b>		
Alberta Finance	Daily to monthly.	Provide input into the setting of standards and reference guides. Participate in the cross-ministry business planning committee.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The politically sensitive environment this position operates in requires an organization-wide focus, particularly for the development of the business plan and issues identification. The process of developing the business plan and operational plans, while developed within a government-wide framework, is one of constantly striving to develop goals, measures and strategies that represent the diverse operations of the department and that provide feedback to allow for improved organizational performance.

The results of the position are both internally and externally focused. The position is responsible for the preparation of the ministry's business plan, performance plans and operational plan, all of which affect the entire ministry and the ministry's external clients, partners and stakeholders. This position is also responsible for the briefings in support of these reports and

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requires close collaboration with all divisional and branch representatives, the Financial Services Branch and the business planning community across the Government of Alberta. The environment is constantly changing and modifications to general instructions intended for government as a whole need to be made on a consistent basis to address ministry specific needs. Detailed instructions are rarely given and it is up to the incumbent to determine new ways on how to organize the contents of plans, reports and presentations while incorporating executive management wants and needs into the various planning processes.

Given the dynamic nature of government priorities and direction, the position is also required to consult with stakeholders and staff and to motivate others to accept change, co-operate and commit to issues that may be sensitive or controversial. The issues have organization-wide impact and are reviewed and endorsed by the Deputy Minister and Minister. A critical aspect of all interactions is ensuring that actions are consistent, co-ordinated and respect the priorities of the divisions while meeting overall ministry priorities and government direction.

This position has an impact on the ministry as a whole and on the Minister and Deputy-Minister specifically. It ties together important information that the ministry is measured on (DM and ADM performance plans and departmental performance plan) as a ministry both within government and externally by the public.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M410-11

### Identification Section

<b>Working Title:</b>	Manager, Technical Services and Application Support
<b>Ministry:</b>	Service Alberta
<b>Division, Branch/Unit:</b>	Land Titles and Surveys
<b>Reports To:</b>	Executive Director, Land Titles and Surveys
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M410-11
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M410

### Job Summary

Reporting to the Executive Director, Land Titles and Surveys, the position manages staff providing business IT application support services to the Land Titles, Registries Renewal Initiative, Spatial Information System, Land Surveys, Title Validation Service Data warehouse and Common Web Interface by providing program management services, intellectual development expertise and skills for six systems.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI3 304	E3 38% 115	E2C 115	534

Short Profile: B

### Evaluation Rationale

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**Know-How:**

- F:** The position requires extensive knowledge of the ministries business, legislation and IT knowledge to make sure the system incorporates the department's business roles. It must integrate innovation into the existing system.
- I:** Position manages one unit of several professional staff who are responsible for the delivery of application support services and project management services for redevelopment initiatives of systems. Requires planning, organizing, coaching and directing projects as the IT project leader.
- 3:** Is the project leader/contract manager for redevelopment initiatives, is involved in conflict management with IT service providers and third party developers, negotiations and management of cross industry partnerships who have diverse agendas.

**Problem Solving:**

The major focus is resolving operation problems to support differing business problems.

**Accountability:**

- E:** Within the guidance of the program managers and business needs, the position provides the IT support for the ministry.
- 2:** Develops the IT business applications and support of all the registry programs which are used by the staff and registration agencies.
- C:** The position is in a support role to the multiple system applications in the department.

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**Last Reviewed:**

Last Review / Update: 2015-02-05



# MJEP Benchmark

## Job Description - M410-11

### Identification Section

<b>Working Title:</b>	Manager, Technical Services and Application Support
<b>Ministry:</b>	Service Alberta
<b>Division, Branch/Unit:</b>	Land Titles and Surveys
<b>Reports To:</b>	Executive Director, Land Titles and Surveys
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The position has three core responsibility areas:

To provide direction and management to a unit of six supervisory and line staff providing critical 'business side' Information Technology (IT) application support services to the Land Titles, Spatial Information System (SPIN 2), Land Surveys, Title Validation Service (TVS) Data warehouse and Common Web Interface (CWI). To ensure responsive service delivery and expertise to business units and clients, coordinate Tier 1 and Tier 2 support activities, IT activities, chair application operational support meetings, provide budget input, written administration materials and travel as required. To participate in, and provide expert advice to, operational committees of the department as well as represent departmental interests on external governmental committees.

In support of the 'business side' of Land Titles redevelopment initiative, provide program management services, intellectual development skills and expertise for the development of land information services, centered around new technology data management and delivery platforms. Create and manage system development or operational agreements with internal or external contractors. Develop, coordinate and maintain contracted partnerships with contributing stakeholders both internal and external to government. Perform extensive public speaking, liaise with stakeholder community and, in concert with senior management of Registries, act as a one of the leaders in Registries Renewal Initiative.

Associated with the overall Registries Renewal Initiative (RRI), performs the roles of both Project Manager for SPIN 2 / ALTA 2, as well as Project Integration Manager as required. The Project Manager roles include being the chair of the weekly SPIN 2

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Working Committees, monthly ALTA 2 Steering Committee as well as a key participant in the RRI Operational, Tactical, BAR and joint Common Services Committees.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Deliver Stable Application Support Services - Direct and coordinate Application Support Unit staff, EDS, CCS or applicable contracted vendor resources, in delivering support services that ensure stable daily business operations of key Registries systems relied upon by stakeholders such as the Registry Agent Network.

Deliver Administrative Services - Develop project charters, business cases, reporting, budget material, briefing notes and administration materials that define/recommend direction, identify issues, minimizes business risks and allows for successful implementation of new projects or enhancements to Registries systems and overall business operations.

Deliver Contract Administration Services - Negotiates, project manages and/or administers internal and external development, services or partnership operational agreements and contracts.

Deliver Project Management Services - Directs project or program developments to bring direct business area requirements and experience into the development process resulting in more clearly defined approaches and results.

Develop Innovative Business Approaches - Assists Alberta Government Services to achieve technology leadership, overcome budget restrictions and provide excellence in service by exploring, researching and developing new business methodologies, applications or technology.

Develop Strategic Partnerships - Assists and/or leads efforts to overcome budget restrictions by developing innovative internal and external partnerships with key government departments and external stakeholders. Budget restrictions are overcome and mutually beneficial business development opportunities emerge such as the Spatial Information System (SPIN 2), Land Titles, TVS, CWI, and GoA initiatives.

Deliver Staff 'Vitality' Approach - Leads in maintenance of assigned staff's job satisfaction and minimize business risks associated with an aging staff compliment by keeping skill sets current through professional development and role cross training, challenged by a variety of new tasks and technologies, informed of departmental business events impacting them.

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Attend Various Committees - Represents Land Titles and/or AGS interests on varying committees.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

### Knowledge:

Business working knowledge of the functions, technology structure and supporting legislation of each of the Registry applications supported by the Unit and their relationship to internal or external systems and business processes. This knowledge base is required to effectively coordinate, manage and assign resources to daily business operations of the unit, chair or participate in overall departmental committees and/or cross-departmental initiatives.

Knowledge of Departmental Business Plan, objectives, general government business directions, structure and operational policy required to effectively participate in the departmental decision making process either in day to day business matters or in representing Alberta Government Services on cross departmental initiatives or committees.

Legislation and Regulations as required to ensure relevant application.

In depth knowledge of development processes for Rational Unified Process, general system development and support, Land Information Geographic Information Systems (GIS) design and implementation principles for the purposes of managing the development of this technology within the Registries environment and the partnerships in government as a whole.

Working knowledge of Registries and Government IT systems and communication infrastructure. Knowledge of developing industry IT trends and new system development processes including a thorough knowledge of web operations and development tools to leverage the opportunities of the Internet.

Thorough knowledge of effective presentation design, development and delivery to assist public speaking.

Maintenance of a comprehensive network of public and private industry contacts in relevant areas of business.

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Strong skills in team building, supervision and leadership applied to developing a more effective support unit and Land Information Program.

**Education:**

Related degree or equivalencies through post secondary diploma, university or institute course work.

**Experience:**

Increasing levels of supervisory, program development and project management experience within relevant area of work.

Significant experience in dealing with work scheduling or complex contract management issues, coordinating deliverables, risk management and the development of creative solutions in response to unforeseen technical problems that arise.

Strong background in dealing with multiple levels of staff and management, various internal and external client groups, public relations, communications and interpersonal issues.

Solid technical background in areas of land data administration, land data distribution and Information Technology.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

This position must manage the delivery of timely, effective and responsive application support services to the Land Titles area of Alberta Government Services and its stakeholder community. This role is further charged with providing leadership in business operational activities, IT co-ordination and project management services in support of the SPIN 2 / ALTA 2 redevelopment initiatives. The position further develops, implements and maintains a new mapping / Spatial Data Services program with other GoA departments, providing state of the art web technology and excellence in service delivery.

**Current Examples:**

Ongoing, stable, application support operations.

Successful transition of multiple stakeholder groups to new web data services.

Delivery of Phases 2 and 3 of the SPIN 2 Development Project.

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Recent organization of the GoA Spatial Data Services Group.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

This position involves the challenges of not only managing a multiple system application support unit but the diversity of providing multiple role project leadership.

Example challenges include:

Managing and providing a challenging work environment for a more mature Application Support Unit staff compliment serving the needs of various business areas in Registries and AGS as a whole. This activity is addressed directly by the incumbent with no assistance.

Acting as both the business side Project Manager and Integration Manager in the SPIN 2 Project is unique within the overall RRI environment. This activity is addressed directly by the incumbent with no assistance.

Acting as an IT project leader/contract manager in the development of new, cost effective, system services within an environment where some believe these services have been completely outsourced (e.g. Surveys Automation Project, SPIN System Development, LTC Transition Project, ASSET Interface). This activity is addressed directly by the incumbent.

Conflict management with IT service provider and third party developers. This activity is addressed directly by the incumbent. Only in exceptional circumstances would it need to be escalated to the Executive Director or ADM level.

Negotiations and management of cross industry partnerships with participants who bring a mixture of positive and negative agendas to the table. This activity is addressed directly by the incumbent.

SPIN 2, ALTA 2, Surveys re-engineering and new program implementation across multiple Registry and stakeholder sites within constrained time limits. This activity is addressed directly by the incumbent.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
Internal		

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Senior Departmental Officials or Management (Minister, Deputy, ADM, Executive Directors)	Weekly.	Providing timely consultative advice in responsibility and/or knowledge areas in verbal and written form. Attend various regular and ad hoc meetings with senior management and input in decision-making process as required.
Other AGS Managers, Supervisors and Staff	Daily.	Work in concert with, and participate in, various operational meetings or committees to effectively coordinate business operations. Oversee, or participate in, the application of common business direction, goals and standards to maintain stable systems operations across the various Registries.
Other government departments	Weekly.	Participate in cross-departmental committees (e.g. Cadastral Steering Committee, GoA Spatial Data Services Group) or initiatives representing AGS interests. Liaise with key program groups to coordinate and develop common directions and standards. Promote and develop mutually beneficial partnerships such as the SPIN 2 System Land Information initiative.
<b>External</b>		
External Committees (e.g. Spatial Data Warehouse / Digital Submissions Committee)	Monthly/annually.	Attend various external committee meetings to represent AGS interests, develop mutual beneficial partnerships and common data/exchange standards.
IT / General Service Partners (EDS, ISL, WayTo Integration, Agents) and External Consultants	Daily.	Interact and direct external service partners on a daily basis in support of business operations of the Application Support Unit, SPIN 2, ALTA and other

		Registries program areas. Directly develop or coordinate development of new project specifications, associated proposals, contracts, chair project meetings and monitor contracts
Other Canadian Provincial Government Departments	Monthly/annually.	Provide expert advice and input in areas of common business interest and information standardization at a national level.
Stakeholder/Partnership Groups (e.g. Municipalities, Surveyors, Law Society, Real Estate Industry) and Public Speaking Forums	Monthly/annually.	Provide status of current business initiatives, future direction of AGS program and systems development. Provide expert advice and consultation. Ensure accurate and stable service delivery. Develop and promote common standards.
Private industry/general public	Daily.	Directly deal with and resolve operational and delivery issues. Provide expert advice and coordinate service delivery.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

This multi-role position is unique within the Registries environment requiring accountability to, or being relied upon, by wide range of internal and external stakeholders. Business priorities change on an almost daily basis and must be evaluated, prioritized and acted on in real time by the incumbent with minimal executive management direction.

Examples include:

Initiating and chairing regular (weekly / monthly) operational meetings, determining the need for and co-ordinating staff training, ensure cross training of roles and determining workloads to optimize operational performance and minimize exposure to staff transition or movement.

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Working directly with business area Managers in providing consistent levels of business side application support services, establishing objectives and prioritizing work.

Explore and develop cross departmental initiatives or internal and external partnerships to bring about cost effective, mutually beneficial, solutions in a period of extremely limited Departmental budgets.

Provide expert opinion or recommending solutions in subject areas of working and technical expertise to the Department.

Acting in the role of both the SPIN2 / ALTA 2 Project Manager and RRI Project Integration Manager.

Troubleshooting client problems, dealing with staff conflicts or taking corrective action to resolve issues to maintain performance levels.

Developing requirements, charters, guidelines, policy and procedures, reports in support of business unit or departmental initiatives.

- Exploration and development of new technology directions for Land Titles and AGS.

Because of a strong 'business side' IT knowledge base the incumbent is involved in not only project leadership and related committees but evaluating proposals and/or developing more cost effective alternatives to IT service provider solutions. This role exposes the incumbent to a somewhat constant level of scrutiny by IT service partners and others, which presents a very challenging work environment.

Dealing with a variety of levels of Executive Management, Management and Senior Staff in a dual role provides further challenges given their individual expectations on where work priorities should fall. Efficient time management and the ability to prioritize work issues in real time is a critical part of this position.

There is an extensive amount of personal time invested by the incumbent in order to evolve business opportunities, technology and projects that bring real value to the Department and Government as a whole. Associated with this is a frequent requirement to make public presentations.

Last Review / Update: 2015-02-06



# MJEP

## Benchmark Evaluation - M410-10

### Identification Section

<b>Working Title:</b>	Business Manager/Project Manager, Personal Property Registry
<b>Ministry:</b>	Service Alberta
<b>Division, Branch/Unit:</b>	Services Alberta
<b>Reports To:</b>	Executive Director, Personal Property Registry
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M410-10
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M410

### Job Summary

Reporting to the Executive Director of Personal Property Registry, Vital Statistics and Corporate Registry, this position is responsible for the success of the renewal of the Personal Property automated system project (APPRES). The position partners with the Registries Renewal Office, the Project IT Manager and the outsourced vendors who are building the system.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
F13 304	E3 38% 115	E2C 115	534

Short Profile: B

### Evaluation Rationale

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**Know-How:**

**F:** The position requires in depth knowledge of the legislative framework, systems and registry requirements to manage the development, maintenance and enhancement of Personal Property Registry (PPR) and the Personal Property Registry Electronic System (APRES)

**I:** Responsible for one aspect of the registries program. Ensures that the legislative requirements, business needs and contractual requirements, data integrity, training and support materials are available to the users of the program.

**3:** Is the project manager leading various interest groups in the development, maintenance and enhancement phases.

**Problem Solving:**

Working with business and legislative knowledge experts, consultation with key stakeholder groups to assure the integrity of the data and the registration process, while balancing the interests and the needs of the different users.

**Accountability:**

**E:** Is four levels from the deputy and accountable for the overall operation of one of the three registries.

**2:** Its legislative obligations, the facilitation of registration and search services through 3800 private sector service providers. The position's decisions impact a significant public clientele.

**C:** Responsible for the APPRES Project through translation and facilitation, utilizing stakeholder engagement for defining business and legislative requirements into technical proposals.

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**Last Reviewed:**

Last Review / Update: 2015-02-05

# MJEP Benchmark

## Job Description - M410-10

### Identification Section

<b>Working Title:</b>	Business Manager/Project Manager, Personal Property Registry
<b>Ministry:</b>	Service Alberta
<b>Division, Branch/Unit:</b>	Services Alberta
<b>Reports To:</b>	Executive Director, Personal Property Registry
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

This position carries accountability for statute administration as well as management and development of the business/program and, relatively, the system on or through which the business operates (note: application support specialists and outsourced IT service units maintain the system from a technical repair and maintenance perspective). The purpose of this position is to ensure that the legislative and regulatory framework that supports the registration and search processes for Personal Property Registry (PPR) is well managed. As well, this position manages the development, maintenance and enhancement from the business perspective of the Alberta Personal Property Registry Electronic System (APPRES), which replaces the Personal Property Information System (PERPIS), ensuring that the new system meets the business requirements, legislative and contractual obligations and enhances the integrity of the data and the reliability of the system.

The mandate of the work area is to:

Support the efficient and effective development of Alberta's economy through the development and operation of legislation and business processes that will enable Alberta businesses and citizens to buy and sell personal property, secure financing and to enforce their security interests in personal property.

Collect and maintain credible data on the Personal Property Registry that can be conveniently accessed and updated by authorized persons and organizations.

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Provide support, guidance and governance to the PPR user network that includes the Registry Agent Network, Registries Online, other government users and internal users.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

**1. Ensure legislative requirements are meeting the ever-changing needs of Albertans.**

Through consultations with users and participation in the Canadian Conference on Personal Property Security Law; this position is responsible for managing the process to ensure that Alberta's legislation is up to date and meeting the changing needs of Alberta businesses and citizens, and the obligations of the Alberta Government.

Where applicable, the incumbent will develop a legislative proposal to address issues or changing business needs.

Ensure the legislation and the needs for the APPRES implementation are in sync.

**2. Ensure the Business Goals of the PPR are met.**

From a business perspective, deliver high quality applications and standards that ensure data integrity and that meet the needs of Alberta Government Services and its' stakeholders.

Understand the Registries Renewal Initiative (RRI) vision and ensure strategies and goals are achieved by consistently consulting with the PMO to ensure any issues are resolved immediately and to provide specialized application and business knowledge.

Apply sound project management principles and practices to the business responsibilities in the development of APPRES.

**3. Ensure data integrity of the Personal Property Registry and authorized access to data is reliable and convenient.**

Ensure the search/registry capabilities developed, implemented and maintained on APPRES for the PPR are robust enough to meet the business needs identified.

Develop, maintain and provide ongoing enhancement of a well-defined and functional accreditation program that assures APPRES users are qualified prior to gaining the ability to create or amend data on the Personal Property Register.

Monitor and continually improve well-defined and published performance measures and an accountability framework for all accredited users.

**4. Ensure that APPRES users have access to training and support material to enable them to know and understand the functions for which they are authorized to access.**

Develop and implement function based training for all users, ensuring continuous quality improvement.

Develop and maintain online user guides and policy and procedures, ensuring continuous quality improvement.

**5. Ensure PPR has a well-trained, productive and motivated staff.**

Implement the concept of the learning organization in partnership with direct line staff and other units with AGS by encouraging and supporting developmental and educational sessions and further training.

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tain a strong PPR business team by providing leadership and team building through leading by example and providing coaching and mentoring on a daily basis. Organize team activities on a monthly basis.

**6. Ensure contractual agreements are met.**

sistently direct and monitor all vendor(s) deliverables relative to PPR.  
 ediately find resolutions to contract issues and problems.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Degree/Diploma in Business Administration or related Degree/Diploma or equivalent job experience.

Project Management Certification from an accredited institution or HR Management Certificate would be an asset.

Knowledge and understanding of current legislations, Ministry Business Planning and Strategic activities; Canada-wide Personal Property initiatives, Personal Property Registry Assurance Fund, Government of Alberta Enterprise Architecture (GAEA); Rational Unified Process methodology. Application and IT solutions, Rational Unified Process Methodology.

Enhanced Quality Customer Service Techniques, Management Practices, Project Management Methodologies and Techniques.

Understanding of Organizational Change Management Benefits.

Forward thinking skills, Quick decision making and problem solving skills Strong project and business management skills.

Excellent relationship/partnership management skills, ability to influence skills.

Excellent negotiation skills, issue management skills, communication skills/ability to clearly articulate.

Effective leadership skills, facilitation and presentation skills, team building skills, coaching skills.

Extensive business/project management experience; extensive experience in understanding and interpreting the legislation that is administered through the Personal Property Registry.

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Proven success working in a multi-team environment where multitasking is crucial.

Experience with a continual learning organization that supports internal staff development, in developing and implementing accreditation and training initiatives, in working with contract partners and a proven track record guiding, coaching and growing team members.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Designing and developing optimum system and business solutions that satisfy all stakeholder groups and being mindful of competing interests. Understanding of unique registrations and contentious issues and getting agreement on solutions. Early stakeholder involvement to identify risk and concerns such as the issues around cattle transactions and lawsuits raised by the livestock industry.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Managing the APPRES project through translation and facilitation, utilizing stakeholder engagement for defining business and legislative requirements into technical proposals for APPRES development.

Assuring the integrity of the data and the registration process, while balancing the interests and the needs of the different user groups. Some interest groups attempt to use the PPR for purposes that were not intended. They will try to entice or intimidate service providers into registering their documents in PPR. These activities must be identified and actions taken prior to registration if possible. Those that are registered inappropriately must be rectified. Ultimately a legislative solution will be needed to control the problem.

Project Management: This major project will require complete redevelopment of the system, minor amendments to legislation and business processes. This system Interfaces with Alberta Justice and Motor Vehicles and must be designed with flexibility

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which will require negotiations within our department and other departments to align this project with their business needs, objectives and other project priorities.

Managing the Breadth and Depth of the Business requirements for the APPRES System. Implementing the first renewal legal system with new technology, programs and delivery of services. Development within the vision, parameters for the technology and standards set from the Project Management Office as well as ensuring all aspects of business are addressed and included.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
Deputy Minister of Government Services through the ADM	Regular basis.	Accurate and timely investigations and response to potential claims on the Personal Property Registry Assurance Fund.  Accurate and timely response to action requests and briefing material on Personal Property Registry.
Assistant Deputy Minister, Executive Director Registry Services	Regular basis.	Accurate and informative reporting of issues and initiatives occurring within the Personal Property Registry. Sound recommendations on issues regarding Personal Property Registry and the Personal Property Registry System.

		<p>Accurate and timely briefings on contentious issues and make recommendations for solutions.</p> <p>Report on current status of ongoing APPRES developments and initiatives and report on the impact to the Department.</p> <p>Receive direction, support on highly complex issues</p>
<p>RRI Project Director, RRI IT Integration Project Manager, and other Senior RRI staff (for duration of APPRES renewal initiative)</p>	<p>Regular basis.</p>	<p>Identify and communicate the breadth and depth of the Business requirements for the development of APPRES and give direction on how the business requirements must be developed and implemented.</p> <p>Monitor the development of APPRES by the contracted vendor(s) to ensure it is in scope and meeting the defined business needs.</p> <p>Provide input into the development of common services</p>
<p>Other Registries' Executive Directors and Senior Managers</p>	<p>Ongoing.</p>	<p>Consult with Registries business areas to obtain their requirements definition for APPRES and provide business expertise and advice regarding the Personal Property Registry.</p> <p>Consult to determine departmental needs for policy and procedures and ensure the delivery of solutions.</p>



		<p>Provide related legislative expertise and interpretation of legislation with respect to the Personal Property Registry Legislative regime.</p>
<p>Application Support Staff and Divisional Staff</p>	<p>Regular basis.</p>	<p>Communication of problems in the business area relevant to client support staff.</p> <p>Communication and direction in development of the MOVES - Vehicle Information Report component which is included as part of the APPRES project.</p> <p>Direction and guidance to training coordinators and policy analysts.</p> <p>Leadership and direction to application support for problem resolution.</p> <p>Leadership and team recognition.</p> <p>Assist and support Financial Services with PPR accounting operations and reporting functionality.</p> <p>Assign tasks for completion of Divisional assignments.</p>
<p>Other Departmental Staff (e.g. Legal Services, CIO, Forms Services, Financial Services)</p>	<p>Regular basis.</p>	<p>Provide business and system process expertise and the interpretation of legislation from stakeholder perspective to receive legal advice or interpretation.</p> <p>Provide business knowledge and PPR application expertise to the Project</p>

		<p>Management Office to evaluate current costs and determine budget plans.</p> <p>Assist in developing standards in Information Technology and ongoing technical development that can be associated to the PPR architecture.</p> <p>Provide direction and communication regarding the APPRES project objectives and gain participation for leadership in the definition and development of all areas of the financial components in the APPRES project.</p>
<p>Alberta Justice, Court Services/Office of the Sheriff (Civil Enforcement)</p>	<p>Regular basis.</p>	<p>Ensure effective communication, participation, cooperation and acceptance of the APPRES project.</p> <p>It is imperative that Alberta Justice supports the strategic direction of the APPRES model, which includes an Interface with Alberta Justice.</p> <p>clear understanding to identify system and process changes that will be required for Alberta Justice's continued growth. A strong stakeholder relationship is essential to ensure successful implementation of the Justice Interface.</p> <p>Dedicated cross government cooperation for defining the interface model and the implementation of APPRES c/w training of</p>

		Civil Enforcement Agents utilizing its services.
Other Alberta Ministries and Departments (25 different government departments depend on the services in Personal Property)		<p>Awareness and understanding of the APPRES project and strategic direction(s) to enable delivery of products and services.</p> <p>Provide effective communication and participation in defining business requirements and acknowledgment of their interests and concerns. Ensure acceptance of APPRES model and understand the impact to their operations.</p>

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The incumbent must ensure the APPRES project is completed on time and on budget and meets the business and operational need of all users. In fulfilling this obligation the incumbent approves the business requirements and ensure that the system development meets those requirements.

The incumbent is accountable for policy development and interpretation and the results of its effectiveness on stakeholders. There is a direct liaison with stakeholder groups, IT partners and staff in other areas of Registries to identify stakeholders needs and issues for successful operation of the Personal Property Registry and the redevelopment and ongoing enhancement of the Personal Property Registry System. She must ensure the renewal project deliverables and subsequent system maintenance and enhancements meet the high standards of the department and its stakeholders and reflects positively on the department's image. Approvals for streamlining system processes and components of the services are granted by the incumbent within the APPRES project model. She must ensure business portion of the project proceeds in accordance with the overall direction of the Ministry and the government. She is responsible for developing timely and accurate information regarding the development of the APPRES project and project budget to the Business Project Sponsor

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and Legacy Renewal Project Director. She is accountable to the stakeholders for the implementation and the operating effectiveness of APPRES.

PPR supports an estimated \$4 billion worth of financing for Alberta businesses and individuals annually. Without an efficient and effective operation Alberta's economy would be significantly impacted.

*25 different government departments* depend on the services in Personal Property Registry.

The APPRES project will have direct impact on whether the department will meet its stated business plan objectives.

Last Review / Update: 2015-02-06

# MJEP

## Benchmark Evaluation - M410-08

### Identification Section

<b>Working Title:</b>	Project Manager, Public Health, Population Health Strategies
<b>Ministry:</b>	Health
<b>Division, Branch/Unit:</b>	Public Health
<b>Reports To:</b>	Director, Population Health Strategies
<b>Levels to D.M.:</b>	4
<b>Job Description:</b>	M410-08
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M410

### Job Summary

Reporting to the Director, Population Health Strategies, the position leads strategic projects that support emerging health promotion and prevention issues taking into account the interplay of multiple factors influencing health such as generic endowment, social and economic environments, physical environments. The position collaborates with provincial government and industry stakeholders and diverse population groups to identify and communicate emerging health issues and trends. Participates in developing policies for health promotion programming. Provides expert leadership and support to the ministry, other government sectors, provincial and regional health authorities and other affiliated stakeholders.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
F13 304	E3 38%115	E2C 115	534

Short Profile: B

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Classification: Public



## Evaluation Rationale

### Know-How:

- F:** Requires broad knowledge of emerging health issues, strategies and theories related to health promotion, disease prevention, policy development, project management, and government and industry operations' impact on the health of diverse populations.
- I:** Responsible for leading, developing and participating in complex, strategic programs to support emerging health prevention and promotion. This requires the integration of resources (steering committee/workgroup) for specific issues.
- 3:** Considerable collaboration and consultation work with partners requires the ability to influence, convince and motivate various stakeholders.

### Problem Solving:

Thinking environment characterized by industry research (focus groups), analysis and interpretation. Problem solving occurs within broad objectives and in an area with limited precedents for best practices, but is assisted by broad consultation with diverse stakeholder groups. Required to facilitate and negotiate divergent opinions, attitudes and approaches into integrated approaches. Identifying the root cause of illnesses and recommends where the ministry's focus should be.

### Accountability:

- E:** The position has the freedom to decide initiatives, programs and projects within priorities set by management to support government ministries' health promotion and disease prevention initiatives and policies.
- 2:** Projects are related to emerging health promotion and prevention issues and impact health promotion programming impacting a significant clientele including: aboriginal and immigrant populations, families raising young children, high-risk youth, injection drug users, children and youth with low literacy, physicians, other professionals and the general public.
- C:** This job provides an advisory and support service to the development of population health.

### Last Reviewed:

Last Review / Update: 2016-03-11

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# MJEP Benchmark Job Description - M410-08

## Identification Section

<b>Working Title:</b>	Project Manager, Public Health, Population Health Strategies
<b>Ministry:</b>	Health
<b>Division, Branch/Unit:</b>	Public Health
<b>Reports To:</b>	Director, Population Health Strategies
<b>Levels to D.M.:</b>	4

## Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The manager is responsible for:

Leading, developing, making decisions and participating in complex, strategic projects related to emerging health promotion and prevention issues taking into account the interplay of multiple factors influencing health beyond access to health care services, such as genetic endowment, social and economic environments, physical environment, health services, individual capacity and coping skills and personal health practices, and developing the best possible solutions for everyone.

Developing policy for health promotion programming in Alberta.

Providing expert leadership and support to the Alberta Health and Wellness Ministry, other government sectors, provincial and regional health authorities and other affiliated stakeholders both inside and outside of the health sector.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

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Leading, planning, developing and implementing provincial strategies to positively affect the health of various population groups. Strategy development is achieved through knowledge and understanding of historical and current context, disease trends, prevalence and incidence of disease, collaboration, broad stakeholder consultation, working with external consultants, identifying emerging trends, identifying best practices, establishing targets and objectives in the context of the Ministry Business Plan, other Department Business Plans, organization mandates and community needs, implementation, creative publishing and dissemination methods, and monitoring and evaluation of project progress and impact.

Developing project budgets which are operationally realistic and fiscally sound by facilitating and monitoring funding allocations for grants, contracts to community agencies, regional health authorities, professional associations and external consultants.

Creation of sustainable, positive working relationships with diverse stakeholders inside and outside of the health sector by leading and participating in frequent cross-ministry committees, provincial consortiums, coordinating committees, working groups and partnerships to minimize duplication, pool resources to maximize impact and produce and develop the best possible solutions and products for everyone.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

### Knowledge:

Current knowledge of emerging health issues, strategies and theories related to health promotion, disease prevention and integration of strategies and service areas across sectors.

Extensive knowledge of policy development and planning processes.

Knowledge of organizational leadership and management.

Knowledge of political/government structures and processes.

Background and experience in project/program planning, development, administration and operation.

Familiarity with the work of various stakeholders, including health and non-health sector groups as well as government and non-government stakeholders.

Knowledge of appropriate or targeted approaches that will have a positive impact on diverse populations. Population specific programming includes age, gender, Aboriginal or immigrant populations, families raising young children, high-risk youth, injection drug users, children and youth with disabilities, individuals with low literacy, physicians, other professionals and the general public.

Good understanding of contract development and management.

**Skills: [ re-organized from the original from the highest to the lowest]**

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Excellent coordination, consultation, interpersonal, negotiation/mediation, facilitation, creative problem solving, analytical, critical analysis and information synthesis skills.

Ability to integrate individual components of issues or projects to create consistent, unified and comprehensive responses to specific issues.

Ability to work independently and as part of a team, as well as with diverse stakeholders, such as Medical Officers of Health, RHA Board Members, and CEOs of organizations, at the national (F/P/T), provincial, regional and local levels and across sectors.

Ability to manage working groups and steering committees consisting of stakeholders (typically from management, executive or expert levels of organizations) from diverse backgrounds with varying approaches, cultures, mandates and objectives.

Ability to identify strategic opportunities and plan actions that align with business plan goals to address issues and priorities.

Ability to be flexible and think strategically, analytically and creatively, analyze issues, identify gaps and generate options/solutions.

Ability to provide leadership and guidance to stakeholders, foster the development of new initiatives or coalitions, launch them and work to sustain them.

Excellent communication (oral, written and computer literacy) skills.

Ability to manage an extensive set of concurrent projects involving collaboration with multiple stakeholders.

Ability to manage resources, time, stress and work under pressure and under high demands.

Ability to manage and respond to change.

Ability to ensure that activities are completed within specified timelines and that deliverables are of high quality.

Ability to manage and provide leadership to consultants hired for specific projects.

#### **Education:**

A health related University degree is required, preferably at the Master's level.

#### **Designation/Certification:**

Not required.

#### **Work Experience:**

Experience in managing complex projects or programs.

Experience in directing complex projects or programs and working with senior officials of provincial ministries and local authorities.

Considerable progressively more complex responsible health related experience including demonstrated experience managing projects involving diverse client groups.

Demonstrated experience in strategic planning and critical thinking.

Demonstration of creative and innovative approaches.

## Leadership and Business Know-How

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**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The position is a leader in applying the knowledge of health promotion and disease prevention for the province.

Position leads and facilitates relationships on behalf of the branch, department and government with other government sectors, provincial and regional health authorities and other affiliated stakeholders both inside and outside of the health sector.

Position provides leadership in developing solutions to complex issues, setting direction and fulfilling the mandate of the department.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

When working with diverse stakeholders from inside and outside the health sector who come with varying approaches, cultures and objectives, it is particularly important to present information in a way that minimizes conflict and controversy. Facilitation and negotiation skills are required when divergent opinions, attitudes and approaches exist. For example, Alberta Health and Wellness' efforts to develop a provincial healthy living network to address chronic disease prevention in an integrated or collaborative fashion instead of the traditional focus of single disease/condition or risk factors.

Articulating the benefits of addressing the complex interplay of multiple factors influencing health and identifying common ground or commonalities for stakeholders is challenging. Provincial coalitions to address blood borne pathogens and chronic disease prevention require the participation of a variety of sectors not traditionally involved in health issues. For example, articulating the need for Alberta Education or Human Resources and Employment to participate on a provincial HIV Consortium required persistence and clear articulation of the link between health and the work of other ministries.

Motivating stakeholders to become involved or continue involvement despite funding issues is a common challenge. For example, regional health authorities were reluctant to make commitment to changes to the organ and tissue donation and transplantation system unless there was a guarantee of additional funds to support the work.

Championing the potential of powerful partnerships despite biases based on historical relationships is sometimes difficult. Building and sustaining trust between sectors (e.g. regional health authorities and province; province and federal government; government and non-government, health and non-health sectors) requires diplomacy and foresight. For example, the Alberta

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Community HIV Fund is a community/provincial/federal collaborative model, which has become a powerful partnership despite previous historical mechanisms and relationships.

Understanding stakeholders' situations and working within the system to remove barriers and develop the most effective approaches can be challenging. For example, dealing with the issue of blood borne pathogens within the Aboriginal population requires addressing issues that historically have been taboo and utilizing non-traditional resources such as Elders to create appropriate approaches.

Given the complex interplay of multiple factors influencing health beyond access to health care services, identifying the root causes of illness and identifying where the Ministry's focus should be concentrated is crucial to this work. For example, to improve the health and developmental outcomes for young children, it is essential to identify the health sector's contributions while working with other ministries to focus their efforts on responding to the determinants of health (e.g. enhancing early learning experiences, support to high risk families, reducing the impact of poverty, improving parental literacy and child-rearing skills). Targeted investments in health services need to dovetail with strategies of other ministries that are within their mandate but specifically focused on this shared outcome for government.

In an environment with limited knowledge of best practices and broad objectives, solutions must be innovative, creative, fiscally responsible and acceptable to service providers.

Experience with non-government, community-based organizations, consultative approaches, and well-honed communication skills provide the foundation to develop creative approaches to problems and challenges.

Solutions are sought by examining experiences with similar situations in other projects and in other jurisdictions. Some documented practices and procedures exist to assist, however, many of the problems and solutions are unique as historical approaches have not adequately addressed the issues/needs. For example, government-wide strategies to meet the needs of children and youth with disabilities needs to transcend the limitations of individual ministry mandates and traditional approaches. This requires courage, creativity and tenacity to develop integrated strategies, delivered by regional health authorities, across multiple sectors with limited resources to achieved improved outcomes.

Support of the Senior Managers and Executive Director provides guidance.

## Relationships/Contacts

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(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Project Managers	Daily.	Sharing experiences and information to foster a broader knowledge base and comprehensive approach in all project areas.
Senior Managers	Daily.	Provide recommendations for appropriate strategies. Sharing experiences and information to foster a broader knowledge base and comprehensive approach across a range of project areas.
Executive Directors	Daily to weekly.	Provide recommendations for appropriate strategies.
Alberta Health and Wellness staff	Daily to weekly.	Sharing experiences and information to foster a broader knowledge base and comprehensive approach in all project areas. Gaining access to expertise in other areas.
<b>External</b>		
RHA staff and physicians	Monthly.	Encouraging health promotion approaches in their daily activities. Provision of appropriate guidelines for daily practice.  Improved systems and approaches.
Other provincial ministries	Daily to weekly.	Developing a shared agenda and integrating activities across sectors.  Developing and following Agenda and Priorities, Standing Policy Committee

		and/or Treasury Board approval, implementing strategies.
Community-based organizations	Weekly.	Encouraging health promotion approaches in their daily activities. Provision of required information and resources. Fostering productive relationships.
Public Health Agency of Canada - regional and national staff	Weekly.	Pooling of expertise and financial resources. Production of strategies, products and resources. Fostering productive relationships.
Federal / Provincial / Territorial Committees or National bodies	Monthly.	Provision of the Alberta perspective to ensure that Alberta has a voice in national programming, and to learn from and share with other provinces.
Provincial consortiums / committees	Monthly.	Provision of the government perspective and ensuring alignment of diverse agendas. Fostering productive relationships.
Committee working groups	Weekly/monthly.	Achieving tangible results to meet the goals of projects and programs.
Public (through Action Requests)	Weekly.	Providing accurate information in a timely fashion.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The position is responsible for results that have an impact on the health of Albertans (e.g. health promotion; prevention of chronic diseases; prevention, care and support for HIV and other blood borne pathogens; health and developmental outcomes for children). The position impacts the way a strategy or program is conceived and implemented. The position makes

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recommendations for financial decisions about projects. The position affects the manner in which regional health authorities and non profit organizations work with and provide services to Albertans. The position is responsible for keeping the ADM, Deputy Minister and Minister apprised of major accomplishments and issues that may arise.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M410-07

### Identification Section

<b>Working Title:</b>	Manager, Codes and Standards
<b>Ministry:</b>	Municipal Affairs
<b>Division, Branch/Unit:</b>	Public Safety Division/Safety Services
<b>Reports To:</b>	Senior Manager, Building and Fire Standards
<b>Levels to D.M.:</b>	4
<b>Job Description:</b>	<a href="#">M410-07</a>
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	<a href="#">M410</a>

### Job Summary

Reporting to the Senior Manager, Building and Fire Standards, the position manages the technical services, civil, team responsible for the provision of research, issues management, and advice on a wide range of policy and technical matters affecting the Alberta Building Code and Alberta Fire Code. The position builds and maintains effective relationships with internal and external provincial and national stakeholder associations and delegated provincial administrative organizations.

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### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI3 304	E3 38% 115	E2C 115	534

Short Profile: B

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### Evaluation Rationale

**Know-How::**

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**F:** Position requires in-depth technical knowledge of building construction and fire safety, with emphasis on Alberta Building and Fire Code and references standards. Broad knowledge/understanding is required of public safety systems, issues and structures.

**I:** Position manages a functionally similar unit with several professional content trade specialists.

**3:** Working where there is often diverse stakeholder and/or public opinion i.e. sprinklering of single-family homes or energy codes for houses, position interacts with senior department managers, other departments involved in the construction or use of buildings or related facilities, and external stakeholders such as the Safety Codes Council, private engineers and architects, Provincial Associations, Building Officials, Fire Chiefs and others.

**Problem Solving:**

Working within well defined codes, policies and standards, and legislation, position provides technical support to the Safety Codes Council on Building and/or Fire Code issues. Position is responsible for developing public policy and managing issues where there is diverse stakeholder and/or public opinion.

**Accountability:**

**E:** Broad past practices on the same or similar program issues, the precedence of other provincial jurisdictions, and line and senior department managers assist the position in development and review of legislation, regulations, policies and programs and service delivery initiatives. Role coordinates building code development for the province. Research is subject to peer review, decisions are subject to the Safety Codes Council.

**2:** Results are generally externally focused affecting external stakeholders such as the Safety Codes Council, national codes and standards organizations, national and provincial stakeholder associations.

**C:** Position provides interpretive advice on a wide range of policy and technical matters affecting the Alberta Building Code and Alberta Fire Code. Position provides support to the Safety Codes Council, accredited organizations and certified Safety Code Officers on issues originating with the Alberta Building Code, Alberta Fire Code, national and international construction and fire safety standards, industry manuals, and department policies and procedures manuals.

**Last Reviewed:**

Last Review / Update: 2015-02-05

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# MJEP Benchmark

## Job Description - M410-07

### Identification Section

<b>Working Title:</b>	Manager, Codes and Standards
<b>Ministry:</b>	Municipal Affairs
<b>Division, Branch/Unit:</b>	Public Safety Division/Safety Services
<b>Reports To:</b>	Senior Manager, Building and Fire Standards
<b>Levels to D.M.:</b>	4

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Senior Manager, Building and Fire Standards, this position provides effective issues management and team leadership in support of Building and Fire Standards unit that includes the building and fire disciplines under the authority of the Safety Codes Act. The position also provides issues management and team leadership in specific support of other units (Mechanical, Field, Assurance) in the Safety Services Branch.

The Manager, Building and Fire Standards is responsible for the provision of research, issues management and advice on a wide range of policy and technical matters affecting the Alberta Building Code and Alberta Fire Code in support of the safety system in Alberta.

In addition, the Manager is expected to build and maintain effective linkages and relationships with internal and external stakeholders, including the Safety Codes Council, national codes and standards organizations, national and provincial stakeholder associations and delegated administrative organizations, such as the Petroleum Tank Management Association of Alberta.

The Manager is expected to effectively motivate and manage the Building and Fire Standards team.

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### Specific Accountabilities

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**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

**1. Managing policy and technical issues which affect the Alberta Building and Fire Codes;**

manage and allocate appropriate technical reviews to improve codes and standards.

manage code issues management, and support research and development to improve codes and standards, including barrier free issues.

harmonize codes and standards used in Alberta with national and international models including participation on national/provincial policy committees.

coordinate and support technical staff activities in the development of province wide interpretations, information bulletins, traditional and e-communications dealing with the Alberta Building and Fire Codes issues.

coordinate technical staff activities in the development, review and publication process leading to new editions of the Alberta Building and Fire Codes.

**2. Providing support or the lead on issues which affect other units within Safety Services or to the Safety Services Branch including Branch initiatives;**

participating in the development and review of legislation, regulations, policies and programs.

support the legislative and policy strategies to identify amendments to the Safety Codes Act and the establishment of effective programs and policies.

develop project teams to survey or investigate issues affecting Safety Services or the Safety Codes Act.

contribute to the Safety Services Communication Strategy for all safety services units.

support resources for staff to conduct public seminars and technical supportive functions.

**3. Providing leadership, direction and staff development to a team of professional architects, engineers, technologists and administrative support staff;**

facilitate integration of building and fire units with other safety services units or with safety project work.

development of new staff.

maintain competencies.

continue to transition code team from routine safety tasks to technical committee code work to support harmonized codes and standards.

**4. Enhancing relationships with stakeholder organizations;**

maintain an appropriate administrative and regulatory framework.

providing technical advice and support to other accredited safety partners.

developing and maintaining a strong stakeholder focus and emphasis on efficient service delivery.

clarify the roles of municipalities and other safety system partners.

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Knowledge/Experience:

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**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques, etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Sound knowledge of building construction and fire safety, with emphasis on codes and standards.

A broad understanding of the public safety system, issues and structures.

A broad understanding of government legislative and policy practice.

**Skills Required:**

Project management skills.

Policy planning abilities.

Excellent written and verbal communication skills.

Demonstrated ability to manage change, influence outcomes and achieve results.

Proven creativity and entrepreneurial approach.

Strong decision making abilities.

Proven ability to manage sensitive issues.

Demonstrated ability to develop and maintain excellent working relationships and partnerships with stakeholders, both within and outside the Alberta public service.

Training or experience in Building and Fire Codes, which may include certification as a Safety Codes Officer, or experience in a directly related regulatory or policy development environment.

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## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

To produce and be accountable for immediate operating results either by itself or through the management of others. The job exists to ensure that organizational performance targets are met. Problems and issues are resolved very quickly or are delegated to others.

High level of coordination, organization and leadership provided to establish credibility with various units, which may have competing interests, within the Branch. Results are expected not only from the senior management, but also from staff to solve or champion their projects. Need to possess strong partnership, mentoring and diplomatic skills in addition to policy analysis.

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## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

### Examples:

- Develop province wide strategy for consulting Albertans and developing MLA Committee report on Secondary Suites for policy recommendation to the Minister. Responsible to coordinate initiative with accountabilities to ADM, Executive Director, Senior Manager, Minister's Office, MLA Chairs and DM.
- Coordinate staff work and responsibilities to develop revised Alberta Building and Fire Codes, including technical research and revision, public consultations, review by Safety Codes Council and regulatory process.
- Develop mentorship framework for new technical staff and develop administrative staff from traditional administrative duties into web development coordinator and enhanced branch responsibilities.

### Assistance:

- Building and Fire Standards technical team, other safety services units and managers, administrative staff, other divisions in Municipal Affairs (Local Government Services) for municipal expertise, Legislative Assembly Office.
- Director of Building and Fire Standards, technical staff, Communications Branch and Legislative Counsel.
- Consulted with Human Resources, and studied other practices in other areas. Otherwise managed independently on own experience and innovations.

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## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Public Safety Division, ADM and policy unit.	Every day to monthly	To support the goals and strategies of the Safety Services Branch and the Building and Fire Standards Unit.

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<p>Safety Services Branch including other senior managers of units and Executive Director.</p> <p>Local Government Services management and staff contacts.</p> <p>Minister's Office on special initiatives or action requests.</p> <p>Staff.</p>		
<b>External</b>		
<p>Public.</p> <p>Stakeholder associations.</p> <p>Municipalities.</p> <p>Delegated Administrative Organizations.</p> <p>Professional Associations.</p> <p>Other GOA departments.</p> <p>Counterparts in other provincial departments.</p> <p>National regulatory bodies.</p>	<p>Every day to monthly</p>	<p>To support the goals and strategies of the Safety Services Branch and the Building and Fire Standards Unit.</p> <p>Create cooperative environment but be prepared to act firmly to enforce regulatory environment.</p>

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## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

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To produce and be accountable for immediate operating results either by itself or through the management of others. The job exists to ensure that organizational performance targets are met. Problems and issues are resolved very quickly or are delegated to others.

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Last Review / Update: 2015-02-06

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# MJEP

## Benchmark Evaluation - M410-06

### Identification Section

<b>Working Title:</b>	Executive Search Consultant
<b>Ministry:</b>	Public Service Commission
<b>Division, Branch/Unit:</b>	Executive Search
<b>Reports To:</b>	Director, Executive Search
<b>Levels to D.M.:</b>	2
<b>Job Description:</b>	M410-06
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M410

### Job Summary

Reporting to the Director, Executive Search, the position provides executive search consulting services to government departments and agencies, boards and commissions for executive managers, senior officials and board members. The position also consults on appointments involving interchange, secondment agreements and exemptions from competitions as well as participating in organizational initiatives to contribute to the development of strategies for corporate HR development, and of policies, procedures, guidelines and practices.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
FI3 304	E3 38% 115	E2C 115	534

Short Profile: B

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## Evaluation Rationale

### Know-How:

**F:** The position applies depth of knowledge of recruitment strategies, interview techniques, advertising processes, relevant acts and regulations. Extensive knowledge of government organization, businesses and processes as well as the political process is required for understanding client needs. The position requires a working understanding of the theory and principles in a professional discipline with knowledge and skills gained through deep experiences.

**I:** Provides HR management strategies to one program area (staffing-executive assessment).

**3:** Strong human relation skills are required to carry-out highly politically sensitive recruitment activities.

### Problem Solving:

Objectives are clearly defined, however each situation is subject to a wide variety of unknowns and circumstances that require problem solving of sometimes contentious and sensitive issues. Questions are known, but solutions are largely unknown. The position must keep abreast of emerging issues and trends and incorporate them into development of strategies, policies, programs and practices.

### Accountability:

**E:** Within the recruitment practices established, position works independently with senior management from ministries to develop profiles to advertise, interview and recruit senior management in the Alberta public service.

**2:** The position functions independently to recruit top tier positions whose decisions impact on departments or across ministries.

**C:** Position provides interpretation and advice to senior government officials on a wide variety of HR issues. Influencing and customer/client relations are a key part of Executive Search marketing.

### Last Reviewed:

Last Review / Update: 2015-02-05

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# MJEP Benchmark

## Job Description - M410-06

### Identification Section

<b>Working Title:</b>	Executive Search Consultant
<b>Ministry:</b>	Public Service Commission
<b>Division, Branch/Unit:</b>	Executive Search
<b>Reports To:</b>	Director, Executive Search
<b>Levels to D.M.:</b>	2

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Director, Executive Search,, this position provides executive search consulting services to government departments and agencies, boards and commissions for executive managers, senior officials and board members. The position also consults on appointments involving interchange, secondment agreements and exemptions from competitions. The position may act for the Director, Executive Search as required and contributes to the development of strategies and initiatives for corporate human resource development, promoting leadership development, leadership continuity and attraction and retention.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

Staff the most senior levels of government with well qualified individuals through an objective process that is perceived to be fair. This is achieved by providing leadership, guidance and coaching to clients in the executive search process i.e.; planning, organizing and implementing effective staffing strategies to meet the client's business needs.

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Facilitate and manage the executive search process by managing meetings, assisting in clarifying goals, conducting in-depth interviews, guiding the assessment of candidates and the decision-making process, communicating clearly, observing and interpreting client process dynamics.

Provide guidance, coaching and support to clients in understanding and applying appropriate overall human resource processes such as staffing, exemptions from competitions, restructuring and redeployment initiatives, secondments and interchange plans.

Keep abreast of emerging recruitment and organizational issues and market trends while maintaining a corporate focus to provide input and influence on future developments.

Contribute to corporate goals promoting leadership development, leadership continuity, and attraction and retention strategies by participating in organizational initiatives; maintaining a strategic organizational focus; and developing policies, procedures, guidelines and practices.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Solution focused client consultation skills and client service orientation in providing service excellence, establishing rapport and credibility, building trust and confidence with clients, and developing collaborative strategies and action plans to meet client needs and strategic goals.

Knowledge of recruitment strategies, interview techniques, advertising processes, relevant acts and regulations; functions, complexities and requirements of senior management; assessment techniques; knowledge of workforce and job market both internal and external to government. Required to produce expected results in consulting and providing services.

Knowledge of government organization, businesses and processes (how government works), as well as the political process is required for an understanding of the client and their needs.

Current knowledge of emerging issues and trends that may impact executive search activities to ensure optimal results in attracting, retaining and developing the best executive talent.

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Well developed communication and facilitation skills (listening, verbal, written, interpersonal) to assist in planning, organizing and implementing high quality decisions with many stakeholders, and to assist with problem-solving and conflict management.

Current information management knowledge and skills including records management and computer systems e.g. excel, project management.

Ability to work independently and in a team environment.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Position is considered a leader in applying knowledge of executive recruitment best practices. It must coordinate and organize Executive Search activities by providing advice and direction to clients on recruitment policies, procedures and legislation.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Positions staffed are high profile and key to organizational success, which requires strong judgment and sensitivity to the political environment, knowledge and review of past practices on precedent-setting issues, and consultation with the Director or Public Service Commissioner as required. Issues may arise during the recruitment and selection process where stakeholder clients have opposing positions. Facilitating decision making and/or developing a decision making process to advance the progress of the competition is required. Problem solving is done within the framework of Legislation including the *Public Service Act*, *Public Service Employee Relations Act*, *Alberta Human Rights Act*, *Freedom of Information and Privacy Act* as well as recognized management practices.

## Relationships/Contacts

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(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Senior Managers/Executive Managers/Minister's Offices/Senior Officials/Deputy Ministers/HR Offices	Daily/weekly.	Provide information, consultation and advice on the Executive Search process, in relation to competitions, hiring practices and on emerging trends and issues. Provide feedback and assistance with interchange and secondment agreements and exemptions.
Executive Search Director / Public Service Commissioner	Daily/weekly.	Provide information, advice, and briefings on Executive Search matters.
CHR Department staff	Weekly/monthly.	Gather, discuss and share information related to corporate government HR program issues, program delivery, and general operational matters.
<b>External</b>		
General public, competition applicants, short-listed candidates, reference contacts, various stakeholder associations, advertising agency representatives, academic institutions, executive search service providers, and other jurisdictions.	Daily/weekly.	Discuss and share information related to Executive Search processes, gather information, and access services. Provide feedback, coaching and information to potential and unsuccessful candidates.

## Impact and Magnitude of Job (Scope)

(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)

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The Executive Search Consultant position is responsible for results that affect all ministries on an ongoing basis with respect to executive attraction, selection and retention, and leadership development.

The position is responsible for keeping clients, Human Resource Directors and the Executive Search Director/Public Service Commissioner apprised of major issues that may arise. The staffing, selection and retention strategies and processes that are developed and implemented by this position have a significant impact on the overall accountability of the ministry.

Last Review / Update: 2015-02-06

# MJEP

## Benchmark Evaluation - M410-05

### Identification Section

<b>Working Title:</b>	Manager, Security Management and Operations
<b>Ministry:</b>	Service Alberta
<b>Division, Branch/Unit:</b>	Network Services/Network Technology, Applications and Security
<b>Reports To:</b>	Senior Manager, Security and Network Support Services
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M410-05
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M410

### Job Summary

Reporting to the Senior Manager, Security and Network Support Services, this position is responsible for managing a team of IT technical professionals and project teams in the security operations service to manage the security posture of the Government of Alberta in a proactive fashion and mitigate risk, loss or compromise of sensitive information assets. The position is responsible for network security across the ministries and for several levels of security within Service Alberta, which includes the installation, operation, and maintenance of all firewalls and incident breaches.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
F13 304	E3 38% 115	E2C 115	534

Short Profile: B

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## Evaluation Rationale

### Know-How:

- F:** Requires extensive knowledge of IT security principles and practices. Is required to know the needs of ministries to assess risks. Expert knowledge of network security methodologies pertaining to vulnerability analysis and intrusion detection is required to detect and mitigate liabilities of loss or compromise of sensitive information and assets.
- I:** The position is a specialist manager who supervises a small unit and project teams, composed of ministry resources and contractors, to provides expertise and consultation services to ministries to ensure IT security is implemented.
- 3:** Position is required to influence clients and staff, convince and motivate ministries to implement security systems. Negotiates with IT managers to find and implement better ways of maintaining network security services.

### Problem Solving:

Thinking environment is characterized by assistance from a well-defined frame of reference. Thinking challenge is characterized by risk assessment, resolution of security problems and smooth transition of ministry security operations to the GoA domain. Problem solving involves blending of standards to meet client concerns and occurs within known functional practices and procedures.

### Accountability:

- E:** Position is subject to practices, regulations and ministry specified outcomes. Designs and approves all security solutions in ministries transitioning to GoA domain.
- 2:** Provides the security IT service to all ministries and is accountable for government-wide perimeter firewalls.
- C:** Security Operations Service contributes to the protection of sensitive information using IT solutions.

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### Last Reviewed:

Last Review / Update: 2015-02-05

# MJEP Benchmark

## Job Description - M410-05

### Identification Section

<b>Working Title:</b>	Manager, Security Management and Operations
<b>Ministry:</b>	Service Alberta
<b>Division, Branch/Unit:</b>	Network Services/Network Technology, Applications and Security
<b>Reports To:</b>	Senior Manager, Security and Network Support Services
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Director of Network Technology, Applications and Security, the manager, Security Management and Operations, manages the security posture of the Government of Alberta (GOA) in a proactive fashion and mitigates risks of loss or compromise of sensitive information assets. With established strategic direction and strong partnership the ministries, the incumbent will provide leadership to the security management and operations team of professional in-house staff, and contracted resources when required, as well as other ministries in all information security related operations in compliance with GOA policies and standards.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

- 1. Protection of the GOA network against intrusions and security breaches:**  
 age a team of professionals to efficiently operate and manage the GOA

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meter firewall system.  
 sion detection/prevention system (IDS/IPS).  
 ide procedures, guidelines and consultation for the administration of  
 virus software.  
 -factor authentication (SecurID) for secure remote access.

**2. A strong and efficient security team of professional in-house staff:**

ide proper training and professional development to team members.  
 y strong time management, supervision, and teamwork skills to create a positive environment and relationships among  
 team members.

**3. Able to provide timely operational responses and remedial actions to information security incidents:**

rdinate a GOA Computer Incidents Response Team.  
 orm security incident triage, initial forensic analyses and remedial actions to security incidents.

**4. A cohesive and effective information security operation among ministries in the government:**

rdinate/operate ministry firewalls.  
 cipate in GOA Security Advisory Committee.  
 on with Enterprise Information Protection Services.  
 evelop, document and implement best practices and security standards and the Government of Alberta Enterprise  
 Architecture (GAEA) program.  
 ide security advice on server, workstation and personal firewalls.  
 orm internal IT security practice reviews.  
 e as an internal information security consultant and liaison to the organization.

**5. Emerging technology trends and opportunities applied to evolving security requirements:**

earch, evaluate and apply new technologies in response to security needs from evolving business requirements.  
 vate security delivery to meet business needs through the use of emerging technologies.  
 ort implementing and participate in the GAEA security architecture.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

This is a senior position in the department reporting to the Director of Network Technology, Applications and Security. It requires extensive knowledge gained through broad experience in the field with particular emphasis in network and information security technologies.

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**Overall knowledge and skills include:**

Expert knowledge of network and information security technologies and practices.  
 Strong knowledge of all constituent elements of network and information architecture.  
 Strong leadership and interpersonal skills.  
 Strong communications (verbal and written) skills.  
 Strong Facilitation and negotiation skills.  
 Strong Project management skills.  
 Strong mentoring skills.  
 Working knowledge of contract preparation and management.

**The range of business knowledge and experience required for the overall management of your unit or function:**

Supervise professionals (employees and contractors) working in a highly technical environment.

**Human relations skills:**

Strong HR skills are required to negotiate with users and to develop teams and professional staff.

**Knowledge Required:**

Expert knowledge of network security methodologies pertaining to vulnerability analysis and intrusion detection and prevention is required to detect and mitigate liabilities of loss or compromise of sensitive information and assets.  
 Expert knowledge of network protocols such as TCP/IP is required to enable intrusion detection and forensic analysis.  
 Strong knowledge of various computer operating systems such as UNIX (Solaris, Linux, etc'), Windows 2000, Windows NT is required to determine and understand potential vulnerabilities at the operating system level.  
 Strong and up-to-date knowledge of new threats, security risks and vulnerabilities is required to make quick identifications and implement cost-effective preventive and remedial actions.

**Skills Required:**

Expert problem solving skills are required to conduct risk management, risk assessments, options analysis, investigations and manage emergency situations.  
 Strong decision making skills are required to make good judgement and sound well-informed decisions.  
 Strong teamwork skills are required in taking action to create positive relationships with peers and business partners and contributes to quality solutions.  
 Strong time management, supervision and technical skills are required to manage a team of highly technical professionals.  
 Strong management and organization skills are required to balance conflicting demands, priorities, to maintain standards and to develop and implement means of improving efficiency.

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**Education/Training Required:**

University graduation in a field related to Network and Information Technology, or equivalent education and experience. Specific experience/training in information security is also required.

Eligibility for a professional designation such as P.Eng or ISP is required.

A professional certification such as CISSP is desirable.

**Work Experience Required:**

A minimum of 3 years of experience as a network and information technology professional in a network and information security role is required.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Ongoing and frequent co-ordination with Network Planning, Network Applications, and Network Operations of Service Alberta in all information and network security issues.

Assign and direct/co-ordinate operational activities of professional team members.

Organization and delivery of operational security services to client ministries

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Information technologies and security risks are constantly changing at an increasingly fast pace. The most challenging situation this job is expected to handle is when a critical system and/or network or segments of a network are disabled due to a security breach. Depending on the type of incident, assistance could be from the Director of Security and Network Support Services, a software vendor (e.g. anti-virus) or CanCERT or other global CERT organizations, or all of the above. The incumbent is expected to perform an initial triage, find an innovative solution to the problem and respond quickly and decisively. Assistance will be sought from the appropriate source once the problem is isolated and identified.

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## Relationships/Contacts

(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Peer managers in Network Technology, Network Applications and Network Operations	Formal, on a regular basis, as well as ad hoc as the need arises.	Work together to deliver secure network solutions.
Security Operations Team	Regular basis.	Provide Instruction to team members to accomplish specific assigned goals.
Technical Solutions Architect Team (TSAT)	Formal as well as ad hoc as the need arises.	Review and provide consulting services and support on security related issues.
Chief Information Security Officer Office	Formal as well as ad hoc as the need arises.	Implement specific security policies.
Staff and management from other ministries	Formal as well as ad hoc as the need arises.	Review and provide consulting services and support on security related issues.
<b>External</b>		
Vendor/contractor	Formal as well as ad hoc as the need arises.	

## Impact and Magnitude of Job (Scope)

(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)

This position ensures that operational network and information security services are delivered in a most professional and efficient manner. The decisions made will impact the entire government. Decisions are arrived from executive directives,

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government policies and standards, budget, and industry best practices. The consequence of failure could impact the entire government and compromise information security, privacy, systems availability, and government reputation.

Work performed primarily affect the government as a whole and significant client groups outside the government

Last Review / Update: 2015-02-06

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# MJEP

## Benchmark Evaluation - M410-04

### Identification Section

<b>Working Title:</b>	Budget and Business Planning Analyst
<b>Ministry:</b>	Treasury Board and Finance
<b>Division, Branch/Unit:</b>	Office of Budget and Management
<b>Reports To:</b>	Executive Director
<b>Levels to D.M.:</b>	3
<b>Job Description:</b>	M410-04
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M410

### Job Summary

Reporting to the Executive Director, Budget and Business Planning, the position acts as a front line contact on a variety of budget and business planning matters between Finance and the ministries to which it has been assigned. It provides interpretation, analysis and recommendations regarding government's direction, policy fiscal planning and budgets to the Finance Treasury Board and client departments, and ensures client departments' budgets/business plans are congruent with government plans.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
F13 304	E3 38% 115	E2-C 100	519

Short Profile: P1

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## Evaluation Rationale

**Know-How:**

**F:** A broad knowledge of the client ministry's budget combined with financial legislation to provide consultative services.

**I:** This is a specialist manager with no direct reports. The leadership and managerial complexity comes from the position's ability to coordinate the budget and ensure the client ministry is compliant with relevant financial legislation and policies.

**3:** The Analyst must maintain an ongoing, effective relationship with key finance officials in their client ministry.

**Problem Solving:**

The Analyst reviews budget proposals and makes recommendations on how to address various budget issues. The position is required to anticipate financial issues of the client ministry.

**Accountability:**

**E:** Role is subject to the needs and discretion of client departments and Treasury Board review.

**2-:** The Analyst impacts staff in their client ministry. The pull on the 2 reflects that this impact is limited to the finance division of each of their client ministries.

**C:** Advice provided by the Analyst supports the financial activities of client ministries.

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**Last Reviewed:**

Last Review / Update: 2016-03-11

# MJEP Benchmark

## Job Description - M410-04

### Identification Section

<b>Working Title:</b>	Budget and Business Planning Analyst
<b>Ministry:</b>	Treasury Board and Finance
<b>Division, Branch/Unit:</b>	Office of Budget and Management
<b>Reports To:</b>	Executive Director
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The Budget and Business Planning Analyst, works within a team of analysts who are the front-line contact on a variety of budget and business planning matters between Finance and the ministries to which they have been assigned. As part of a central agency, analysts provide information and advice to senior Finance officials, the Minister and Treasury Board including written briefings on ministry current and 3-year budget issues, the fiscal implications of proposed policy and the processes used in budgeting and business planning. Work is often reactive as analysts must be aware of the issues affecting their assigned ministries in order to answer questions or prepare comments/analysis based on proposals/correspondence provided by others.

Much of the work is extremely confidential and involves highly sensitive information on the proposed budgets and policies of the assigned ministries and government (e.g., proposed mandates for government labour negotiations, possible staff reductions). Analysts work with complex budget numbers, review proposals to make recommendations on budget issues, and may participate at Treasury Board and private Standing Policy Committee meetings.

### Specific Accountabilities

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**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

**1. Decision-makers (Treasury Board, Cabinet and other committees) are provided timely, accurate analysis and recommendations on which to base fiscal decisions and develop the fiscal plan.**

Compile and assess information on spending/revenue and capital pressures faced by ministries.

Research, analyze and prepare summary and recommendations for decision-makers on issues with fiscal implications.

As required, attend Treasury Board and report, clarify and advise on issues.

Maintain record of decisions and track impact of decisions on fiscal plan and budget targets.

Stay aware of current developments that may impact ministries and assess and advise on these developments.

**2. Ministries provide documentation to enable the Minister of Finance to table legislatively required fiscal plans and reports (budget, Estimates, Supplementary Estimates, business plans, annual report/public accounts, quarterly updates).**

Develop instructions, workshops, templates and other materials to ministries to enable them to supply the required information.

Work with ministry officials to ensure budgets, business plans, Estimates and Supplementary Estimates comply with standards, meet legislated requirements and are consistent with the government business plan.

Prepare and review the Government of Alberta business plan and the Government's annual report.

Identify and work with ministries to explain significant variances in actual or forecasted results as compared to budget.

Identify, monitor and help to resolve issues that impact ministries and the government's fiscal plan, including impact of activities by other governments and stakeholders.

Provide advice on process to develop fiscal recommendations (e.g. Capital Plan process) when required.

**3. Communications, both external and internal to government, with fiscal implications are timely, accurate and contain the intended message.**

Provide input into Finance press releases on fiscal plans and reports.

Review and provide comments to Finance Communications on fiscal information in press releases from Finance and other ministries.

Provide written responses for the Minister of Finance to other Ministers, non-government organizations and Albertans.

As requested, discuss specific concerns with Albertans.

Assist in preparing comments/briefings for external parties such as bond-rating agencies.

Provide comments on draft ministry annual reports and business plans when requested by Standing Policy Committee.

**4. Financial implications of proposed government policy recommendations are identified, and advice and recommendations to the Deputy Minister and Minister are useful and relevant.**

Research, analyze and provide background briefings for the Deputy Minister and Minister on proposed program policy, legislation and other matters for Standing Policy Committee, Cabinet and other committees.

Represent Finance on inter-ministry committees and working groups.

**5. Ministries' fiscal policy, fiscal framework and process questions are accurately addressed.**

in and educate ministries on fiscal policy, fiscal framework and process.

Work with ministries on financial/accounting issues, using resources in other Finance areas as required.

Be aware of issues raised by the Auditor General, comment as required to ensure fair fiscal presentation, and advise ministries as required.

**6. Other assigned responsibilities are carried out in a timely, accurate manner giving consideration to all relevant information.**

Ministries' cash flow forecasts are consistent with budget information and submitted on a timely basis.

Assist Finance in meeting its business plan goals, including participation in internal committees and assisting in developing business cases and Minister's Reports.

Provide advice and support to other analysts and to other areas in Finance.

As required, help prepare draft Treasury Board Minutes and Directives for consideration by Treasury Board on administrative and financial policy matters.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

University degree in Business, Economics, Public Administration or related discipline.

Masters degree would be an asset.

Experience in the provincial budget and business planning process or in public administration is preferred.

Excellent communication skills are required, as well as strong technical and analytical skills and the ability to deal effectively with elected and senior government officials.

A good understanding of accounting principles and concepts is desirable.

Knowledge and understanding of the legislative and the government decision-making process would be an asset.

Ability to research and apply policy and specific pieces of legislation (legislation to be used primarily financial such as the Financial Administration Act, Government Accountability Act, Fiscal Responsibility Act, and Appropriation Act) is required.

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## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Analysts work independently to coordinate, monitor, and make recommendations relating to budget and business planning matters within their assigned ministries. Analysts must facilitate ongoing communication and teamwork with others in the OBM and within assigned ministries (most often the Senior Financial Officer and budget planning officials but also, depending on the ministry, Assistant Deputy Ministers and Deputy Ministers). Often analysts are the first point of contact on ministry enquiries. They must assess whether the issue relates to other branches of Finance and coordinate with them as required.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Analysts must be knowledgeable about a wide array of extremely complex aspects of the government budget; for example, potential costs from labour settlements, factors affecting major program costs and utilization, and federal funding. Even for those experienced analysts, the level of detail and complexity of the various budget numbers can be problematic - particularly given the government's fiscal framework that requires more detailed budget information to be compiled and understood. It is imperative for analysts to maintain extreme attention to detail, and a clear focused mind to keep detailed budget information correct while considering the policy implications of budget allocations. In addition, analysts have to work within short fixed timelines and tight deadlines especially in the October to March time period. As issues arise, they may be able to consult with senior management and/or others in Finance possessing specialized knowledge or information (e.g., on accounting principles, on tax policy matters, on federal financing issues).

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

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Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Minister	As required.	Advice / Recommendations / Briefings.
Deputy Minister	As required.	Advice / Recommendations / Briefings.
Controller	Ongoing.	Advice / Recommendations / Approvals / Operational Matters.
Senior Management	Ongoing.	Operational Matters / Approvals.
OBM Team	Ongoing.	Operational Matters / Dissemination of Information.
<b>External</b>		
Treasury Board	As required.	Advice / Recommendations / Updates.
Standing Policy Committee	As required.	Provide comments - annual reports and business plans.
External Ministry clients	Ongoing.	Advice / Recommendations - budget, business planning and financial matters.
Public	As required.	General Inquiries.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

Analysts are responsible for providing information and advice on a variety of matters between Finance and the ministries to which they have been assigned. The work involves extremely confidential and highly sensitive information on the proposed budgets and policies of the assigned ministries and government. Failure for Analysts to provide accurate information to assigned ministries will lead to major discrepancies and potential misunderstandings which can have serious consequences for the budget and business planning process. Analysts also provide critical information and advice to the Minister, Deputy Minister and Treasury Board and provide input into external communications; as such, the analyst must be aware and/or anticipate issues that could potentially affect their ministries and the government overall.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M410-03

### Identification Section

<b>Working Title:</b>	Manager, Program Development and Delivery
<b>Ministry:</b>	Agriculture and Forestry
<b>Division, Branch/Unit:</b>	Business and Innovations, Business Management Innovation
<b>Reports To:</b>	Branch Head, Business and Innovations
<b>Levels to D.M.:</b>	4
<b>Job Description:</b>	M410-03
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M410

### Job Summary

Reporting to the Branch Head, Business and Innovations, the position manages implementation of renewal programs in Alberta. It participates in a joint federal-provincial team which reports to the management team for the Agriculture Policy Framework in Alberta and to the National Renewal Working Group. The position also coaches the branch staff in working with the private sector and post-secondary institutions to develop and deliver business management information, tools and services for the agriculture industry.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
E+I3 264	E3 38 100	E2C 115	479

Short Profile: A1

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## Evaluation Rationale

### Know-How:

**E+:** Position requires significant knowledge of diverse areas: business management, the agriculture industry and federal and provincial agriculture policy, adult learning and occupational development programs. The push on the E recognizes the breadth of extensive knowledge required in several areas including knowledge of agriculture and agrifood industry; knowledge of federal and provincial agriculture policy and knowledge of the private sector, consulting industry and post secondary agriculture institutions in Alberta.

**I:** Position is responsible for providing business management advice to farmers through a small unit of professionals.

**3:** Provides leadership and coordination of a series of programs department wide, cross government and externally with other private and public organizations. Requires coaching, planning, organizing, directing and evaluating the work of the professional staff.

### Problem Solving:

Problem solving is assisted by substantial broad teamwork and a set of guidelines (Renewal and AAFRD) for program and policy changes. Many unique situations/opportunities arise which policy interpretation and/or negotiation of the specifics of how a program will be rolled out.

### Accountability:

**E:** This role operates under and reports to the overall management team for the Agriculture policy Framework in Alberta and to the National Renewal Working Group. The position supports all areas of the department and a primary industry with provincial scope. Position is accountable for the coordination and delivery of effective federal and provincial programs under the from of reference of the Agriculture Policy Framework in Alberta. There are breadth guidelines for programs, and from there is required of how the programs should be rolled out in the province and how resources should be allocated.

**2:** The position supports all areas of the department and a primary industry with provincial scope.

**C:** The focus of the work is to assist in developing and delivering business management information tools and services to Alberta farmers.

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### Last Reviewed:

Last Review / Update: 2016-03-11

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# MJEP Benchmark

## Job Description - M410-03

### Identification Section

<b>Working Title:</b>	Manager, Program Development and Delivery
<b>Ministry:</b>	Agriculture and Forestry
<b>Division, Branch/Unit:</b>	Business and Innovations, Business Management Innovation
<b>Reports To:</b>	Branch Head, Business and Innovations
<b>Levels to D.M.:</b>	4

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

The job has two components:

Provides leadership and management for programs under the Renewal Chapter of the Agriculture Policy Framework in Alberta through participation in a joint federal-provincial team responsible for management and implementation. This team operates under and reports to the overall management team for the Agriculture Policy Framework in Alberta and to the National Renewal Working Group.

Provides leadership to Branch staff in working with private sector, post secondary institutions and other appropriate channels to develop and deliver business management information, tools and services for primary agriculture. In the later case, leadership is provided through coaching. The position is also part of the management team for the Branch.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

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1. **Outcome:** Increase the opportunities available to Alberta farmers to enhance their knowledge and skills in business management and increase the application of those skills to achieve more sustainable and profitable businesses and thus contribute to the sustainable growth of the industry. This is achieved by:
  - Negotiation of appropriate federal-provincial agreements related to business management through membership on a negotiation team.
  - Development and delivery of effective federal-provincial programs related to business management.
  - Co-ordination of the development and delivery of provincial management tools, training and information for primary producers.
  - Building a network of private consultants to deliver management consulting. Actions include working with AAFRD staff to make research, tools and services available to private sector firms; working co-operatively with consultants to develop their skills and abilities, and co-ordinating processes for private sector feedback and collaboration on new projects.
  - Working with colleges in areas related to business management.
2. **Outcome:** Alberta farmers are enabled to increase their farm and family income through development opportunities in business management and leadership. This is achieved by:
  - Facilitating the development and implementation of effective processes for assessing the skills and knowledge of farm families in relation to business management and leadership.
  - Identifying gaps in the follow up and support structures required to support application of new skills.
  - Building relationships with agencies and individuals who can fill the gaps.
3. **Outcome:** Federal and provincial funds, and in kind support allocated to federal-provincial programs are used efficiently and effectively to achieve agreed upon results. Information on achievement of results is available to staff, elected officials and the general public. This is achieved by:
  - Development of annual work plans approved by AAFRD and Agriculture and Agri-Food Canada.
  - Expenditure approval and on going monitoring of projects and budgets.
  - Quarterly and final reviews and reports.
  - Development and monitoring of performance measures and targets.
4. **Outcome:** Branch resources are allocated most effectively to achieve Branch and Division goals. This is achieved by:
  - Working with Branch management team to prioritize Branch projects for support in meeting Department growth targets.
  - Allocating staff in the Program Delivery unit.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**



This job requires a combination of extensive knowledge in several areas. Knowledge of the agriculture and agrifood industry is required as is an extensive understanding of the complexities/issues facing people and organizations within this sector. Also required is extensive knowledge of federal and provincial agriculture policy including the Agriculture Policy Framework, and the dynamics of federal-provincial policies and relationships associated with it. Knowledge of the private sector consulting industry and post secondary agriculture institutions in Alberta is also necessary as is extensive knowledge of the Ministry and services and resources it provides.

The position also requires a working knowledge of the services provided by other government agencies such as Human Resources and Employment, Alberta Learning, and Community Development and how they link to the ag industry. Knowledge of AAFRD, and Agriculture and Agri-Food Canada's (AAFC) practices and procedures for financial management and responsibility also useful.

Extensive knowledge of all aspects of business management principles and practices is required as is knowledge of adult learning theories and practices, needs assessment, benchmarking, and performance management and measures. Knowledge of principles and practices of marketing and communications also an asset.

Some of the skills required are:

- Project management.
- Program design.
- Negotiation and conflict management.
- Communication skills.
- Coaching.
- Financial management.
- Computer skills.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The position requires the coordination and organization of a series of programs across all areas of the Department and externally. It also provides guidance to several important responsibilities across several client groups. The position also requires providing leadership to Branch staff.

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Specifically it requires:

Leadership and coordination of the delivery of federal-provincial programming across the Department, other government departments and to Agriculture and Agri-Food Canada (AAFC).

Co-ordination of Renewal activities with other five Chapters of the Agriculture Policy Framework (APF).

Organization and co-ordination of appropriate marketing strategies with other strategies in AAFRD, AAFC and across the APF.

Building effective relationships with private sector consulting firms and related organizations who are key to the delivery of services to primary producers.

Leadership in connecting private sector firms to AAFRD and organizing training and networking opportunities that bring the groups together.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The position requires problem solving within a given frame of reference (Renewal and AAFRD Goals) toward achieving set objectives in situations with some nebulous, intangible or unstructured aspects.

Some typical problem solving situations are:

Work with federal and provincial colleagues to develop programs and projects that will enable us to meet the goals and indicators set for Renewal in various agreements. Starting point is broad guidelines for programs and from there it is a process of negotiating the specifics of how programs should roll out in the province and how resources should be allocated.

Balancing and aligning goals and objectives of Renewal and the APF with goals and objectives of the Sector and Department.

Interpreting program and policy guidelines to fit unique situations and opportunities. This sometimes means working toward policy change.

Finding ways to address program gaps as they emerge.

Assistance is available through consultation with Branch Head, Director, Financial Services and Alberta Justice as well as federal counterparts. In many cases recommendations and decisions made on programming have to be vetted through senior managers in AAFC and/or AAFRD.

## Relationships/Contacts

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(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Branch Management Team	Weekly.	Meetings to ensure effective and efficient use of resources and delivery of tools, programs and services to clients.
Division Director	Monthly.	Meetings, phone calls and written reports to ensure programs support overall goals of the Sector and Department. Issues identified and resolved quickly.
Various Branches in AAFRD	Weekly.	Meetings, phone calls and e-mails to plan, and report on Renewal project.
Finance	Weekly.	Gain approval for expenditures and procedures and to access information for reporting.
Branch staff	Weekly.	Coaching of staff in Program Development and Delivery Unit.
Provincial Chairs of other APF Chapters	Daily.	Meetings for planning and reporting.
<b>External to the Ministry</b>		
Human Resources and Employment	Monthly.	Phone calls e-mails and meeting to plan joint delivery and promotion of CASS programs.
Advanced Education / Agriculture Colleges	Monthly	Phone call, e-mails and meetings to help ensure that farmers have access to appropriate programs.
Alberta Justice and Auditor General	As required.	Consulted when new agreements are being developed.
International and Intergovernmental Relations	As required.	Consulted when new agreements are being developed.
<b>External to Alberta Government</b>		

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Agriculture and Agri-Food Canada	Weekly.	Meetings, phone call and e-mails to co-ordinate activities, and discuss policy. Contacts are both in Alberta and in Ottawa.
Consulting firms and individuals	Monthly.	Meetings and phone calls to promote, clarify and explore their involvement in delivery of Renewal services use of AAFRD information and tools.
Media	As required.	Both proactive and reactive - provide information and promote.
Primary producers	As required.	Some phone call - largely speaking engagements and/or Participation in trades shows etc.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs.**

**Provide recent examples.)**

This position is directly responsible for many of the outcomes of Renewal - particularly those on the side of provincial programs. Through access to funds and promotional opportunities the positions affects many other program and project areas in AAFRD. Successful co-ordination and linkage between federal and provincial activities means farmers receive more and better services that contribute directly to their growth and profitability.

Last Review / Update: 2016-03-11

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# MJEP

## Benchmark Evaluation - M410-02

### Identification Section

<b>Working Title:</b>	Manager, Distributed Computing Services
<b>Ministry:</b>	Service Alberta
<b>Division, Branch/Unit:</b>	Information Technology Services
<b>Reports To:</b>	Head, DCS
<b>Levels to D.M.:</b>	4
<b>Job Description:</b>	M410-02
<b>Minimum Recruitment Standard:</b>	
<b>Class Code:</b>	M410

### Job Summary

Reporting to the Head DCS Computing for Team A, the position is responsible for managing teams of IT technical professionals (24 staff/consultants) and maintaining the physical infrastructure for two ministries which involves the planning, coordination of acquisition and maintenance of the physical IT infrastructure - workstations, servers, network devices, electronic mail, intranet/extranet.

### Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
E+I3 264	E3 38% 100	E2C 115	479

Short Profile: A1

### Evaluation Rationale

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**Know-How:**

- E+:** Requires significant knowledge of Distributed Computing Services - delivery and management of desktop, network devices, servers and electronic mail. Push on the knowledge is to recognize the requirement to know the needs of ministries. Needs to know why, as well as how to apply best practices.
- I:** Manages group of professional and contract staff working on IT service delivery for several different worksites and multi-users within two ministries. Position plans, coordinates the acquisition and management of approximately 3100 workstations.
- 3:** Position is required to influence clients and staff when changes are necessary and negotiate with senior IT managers to bring about the change.

**Problem Solving:**

Service Level Agreements, client needs, practices and procedures and senior managers support problem solving. Thinking challenge is characterized by functional IT issues and cost management issues for a large, diverse program as well as the integration of new technology into existing infrastructure.

**Accountability:**

- E:** Within managerial direction position assigns staff, designs solutions and organizes the technical environment to ensure hardware, software and services are met. If IT service fails, the ministries will cancel their service agreements.
- 2:** The position delivers around the clock IT support service to two ministries who have large IT programs that support disasters, such as forest fires, floods.
- C:** Position ensures that the IT service level agreement is implemented to support the IT function for the assigned ministries.

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**Last Reviewed:**

Last Review / Update: 2015-02-05

# MJEP Benchmark

## Job Description - M410-02

### Identification Section

<b>Working Title:</b>	Manager, Distributed Computing Services
<b>Ministry:</b>	Service Alberta
<b>Division, Branch/Unit:</b>	Information Technology Services
<b>Reports To:</b>	Head, DCS
<b>Levels to D.M.:</b>	4

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

This position is part of Service Alberta DCS Delivery management team and is directly responsible in all aspects for delivery of Distributed Computing Services across multiple ministries of Government of Alberta. Following guidelines established by the supervisor (DCS Head - Director), the incumbent is required to:

Establish annual and monthly DCS related Goals and Objectives with the DCS Head, and ministry IT heads.

Develop and Coordinate operational plans to deliver annual, monthly, weekly and day-to-day services for ministry customers.

Manage and/or coordinate activities of Service Alberta IT functional teams (Desktop, Network) in the day to day delivery of DCS services for at least 2 ministries at any given time (25 staff and/or consultants).

Coordinate the services of regional Service Alberta regional managers in the delivery of ministry required Service Alberta services across the province. Ownership and accountability for the projects requiring this activity is the incumbents.

Responsible for management and/or monitoring all projects and activities (up to 40 concurrently) to ensure that all delivery commitments are met.

Acquire and manage GOA or private sector resources for hardware/software deployments and regional user support.

The incumbent is responsible for managing teams of IT Technical professionals, and maintaining the physical infrastructure of 2 ministries within the Government of Alberta (Environment and Sustainable Resources). This includes the planning, coordination of acquisition, and management of workstations (approximately 3,100), servers, electronic mail, Intranet/Extranet,

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Classification: Public



and associated products. The incumbent must ensure that all IT technical services are consistently available to meet established Service Level agreements.

## Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

1. Management of a production IT DCS environment, which supports two ministries. Customer business needs are considered paramount, and every effort must be made to ensure that all hardware, software and services remain available to ensure ministry business needs are consistently met.  
is achieved by daily, weekly, and monthly monitoring of all production related equipment and services. Ministry customers are apprised well in advance of risks (e.g. hardware failure, maintenance requirement, virus threat etc.).  
stances where problems may occur, resources are immediately diverted from project and standard operational tasks to ensure that maximum efforts are directed towards resumption of service (i.e. the number 1 priority).  
ect and Operational Plans are developed monthly and vetted with DCS Head and ministry IT heads. These plans ensure that tasks are undertaken to maintain, upgrade and improve delivery services. Status reports are also provided monthly.
2. Develop DCS operational plans for the supported ministries, vet with Senior Manager, and develop tactical plans and manage the implementation.
3. Manage all IT related projects by identifying the scope of the project, setting priorities and coordinating resources to complete the projects from various Service Alberta teams servicing the supported ministries. Participate in Steering Committees or Service Alberta-Ministry joint meeting to ensure ministry requirements are understood, projects are developed and completed.
4. Manage IT operations and the activities of 25 Service Alberta technical professionals comprised of government employees, contractors and intern students involved in providing direct customer support.
5. These outcomes are achieved by providing leadership, direction and technical know-how for these Information Technology specialists to work together and provide a smooth production IT infrastructure environment for the supported ministries.



## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

This position requires a significant knowledge in Information Technology Delivery and Information Technology Management gained through extensive experience. Knowledge and understanding of the supported ministries business processes and business requirements are essential to enable effective IT service delivery. Considerable experience in managing and leading the Information Technology staff to maintain the production environment and to implement/enhance the current technologies in place for the supported ministries.

Ability to lead and motivate multiple diverse teams of Information Technology professionals and to coordinate their efforts to deliver viable and cost effective solutions to meet the client needs and requirements.

Alignment of Information Technology policies, practices, and procedures to reflect government direction and address changing needs within the supported ministries.

Develop strategies to consolidate the delivery of support services to drive down the operating costs of Information Technology services.

In-depth knowledge of Information Technology practices, processes, standards and new developments.

In-depth knowledge of the Government of Alberta systems infrastructure, policies and procedures.

Ability to meet short timelines and to provide creative solutions in pressure situations.

Ability to manage a number of concurrent initiatives under pressure of time and resource constraints.

Ability to analyze, identify problem areas and create solutions to address issues identified.

Conflict resolution skills and the ability to defuse potentially explosive situations.

Interpersonal, facilitation, customer relations and public relation skills.

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Ability to negotiate solutions that will address fairly the needs of all parties including customers, staff and private industry partners.

Budgeting and forecasting skills are required to ensure services are provided within the parameters of the Customer Service Agreements.

**Knowledge Required:**

Knowledge of processes and practices as they apply to the management of Information Technology infrastructure service delivery including but not limited to Service Level Agreement management, operations support management, service request management and project management. Knowledge of management practices as they apply to partnering, negotiating terms of engagement and maintaining on-going working associations with major third party Information Technology service providers.

**Skills Required:**

Must be able to lead and motivate multiple teams of Information Technology professionals and third party contract resources working in a highly technical environment while assuring adherence to Service Level Agreements. The ability to prepare and present comprehensive plans to senior management is required. Project management, technology integration, organizational and risk management skills are necessary. Must be customer focused and have excellent interpersonal, communication and negotiation skills.

**Education/Training Required:**

University Degree or Diploma in Computer Science plus several years related experience in variety of roles within the industry.

**Work Experience Required:**

At a minimum of 10 to 15 years of progressive management and technical experience in the Information Technology field, specifically related to the technologies and responsibilities of this position.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

Examples:

Co-ordination with others in order to meet project requirements.

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Assign or direct/co-ordinate the activities of others.

Organization and delivery of any activity or function outside your work group, unit or project.

Develops operational plans and recommendations for the effective delivery and/or improvement of DCS services in a cost effective manner.

Initiates activities, determines priorities and effectively allocates manpower resources between teams of senior technical resources who are responsible for the delivery of Information Technology services to multiple ministries.

Has the authority to initiate vendor activities, internal activities and any response to customer needs that might be necessary.

Is accountable for technologies and services to ensure Information Technology services are delivered to the supported ministries. Must ensure a highly reliable and responsive service delivery model. Develop, implement and manage 'best practices' for services managed by this position.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

Manage the overall delivery of Distributed Computing Support to the ministries. Assistance is available from Service Alberta Senior Managers, Managers and the Operational delivery teams.

Manage staff relations, classifications, training, compensation, performance management, team goal setting and supervision of Information Technology personnel. Assistance is available from Service Alberta HR and Service Alberta Senior Managers.

Manage wide range of projects concurrently related to Information Technology associated with Service Alberta and the supported ministries. This includes identification of project, setting the scope of the project, setting the priority of the project and coordinating resources to complete the project from various Service Alberta teams and supported ministries. Assistance is available from Service Alberta Senior management and IT heads from the supported ministries.

Manage service delivery expectations as required to ensure Service Level Agreement objectives are fulfilled. Manage resource assignment to ensure timely and efficient delivery of services. Assistance is available from senior management of Service Alberta and the various service delivery teams.

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Provide cost effective solutions to the ever-increasing need to ensure 7X24 support is available to the executive staff and the mission critical operations requirements outside the standard business day window as deemed necessary by the supported ministries. Manage the challenges and demands of the additions of new information technologies within the current supported IT infrastructure. Assistance is available to manage expectations from the Service Alberta senior management.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Service Alberta DCS Head, and senior Information Technology staff (IT Heads) of each of the supported ministries.	Regular contact, sometimes on daily basis in operational crises; formal meetings bi-weekly.	Exchanging of information. Advising customers of potential consolidation and cost saving opportunities.
Service Alberta management to coordinate activities and/or resources located within other areas supported by Service Alberta.	Monthly management reports and Steering Committee.	Defining, validating, and setting of ministry focused project priorities.
Technical consultations and direction to supported ministries and other functional teams within Service Alberta		Assigning or negotiating the services of appropriate resources to complete specific projects. Maintaining a cooperative 'team' based approach between Service Alberta and ministry contacts to achieve established targets. Validating customer service requirements.

		Negotiating the terms and conditions for targets.  Updating and/or obtaining updates for assigned goals.
<b>External</b>		

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

Information Technology services for the supported ministries are impacted by the decisions of this position. This position has day-to-day control over all DCS related activities and assigned resources to ensure that all the terms specified within the Service Level Agreements negotiated with the various ministries, are met or exceeded. Decisions made by this position impact 3000 IT customers within Environment and SRD, Information Technology services across multiple ministries of Government of Alberta, and the GOA Domain, as well as the citizens of Alberta.

The DCS Head provides direction for this position. Regular meetings are held to confirm direction, activities and targets.

Examples:

Work performed affects the work group or unit of the department.

Work performed affects a large work group or several units of the department.

Work performed affects primarily the entire department with some impact on other departments or client groups outside the department.

Work performed primarily affect other departments, the government as a whole and significant client groups outside the government.

The teams managed by this position directly impact Service Alberta's ability to meet the Service Level Agreements negotiated with the supported ministries. Over 3000 ministry clients are impacted by the level of service provided through this manager. More importantly critical applications that support disaster recovery (e.g. forest fires, floods), can adversely impact citizens of Alberta, if operations are not properly maintained and managed.

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# MJEP Benchmark Evaluation - M410-35

## Identification Section

**Working Title:** Manager, Administrative Services  
**Ministry:** Justice and Solicitor General  
**Division, Branch/Unit:** Office of the Chief Crown Prosecutor  
**Reports To:** Chief Crown Prosecutor  
**Levels to D.M.:** 3  
**Job Description:** M410-35  
**Minimum Recruitment Standard:**  
**Class Code:** M410

[Organization Chart](#)  
(requires login)

## Job Summary

The position manages all administration for the Edmonton Crown Office, consisting of 72 Crown Prosecutors and approximately 60 administrative and paralegal staff located in Edmonton, Barrhead, St. Albert, and Stony Plain. Reporting to the Chief Crown Prosecutor of this region, the position is part of the branch's management team, and has significant autonomy to develop processes and standards on the management of legal records, manage renovation projects that increase staff safety within a high-risk environment, and develop the operational plan for paralegal and administrative staff. The position has delegated authority to reallocate FTE's and budget dollars that pertain to administrative and paralegal staff, approve expenditures for all staff including crown prosecutors up to \$10,000, hear Level 1 grievances, and formally discipline staff.

## Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
EI3 230	33% 76	E2-C 100	406

Short Profile: A2

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## Evaluation Rationale

### Know-How:

- E:** Position requires knowledge of the criminal justice environment – nature of the business, legal procedures, type of business support required to support Prosecutors. As a supervisor of 4 Team Leads and 3 Paralegal staff, the position does not deal with day-to-day administration, but instead with issues that affect the office over a longer term. The application of theoretical knowledge is required to develop processes and standards, manage issues and projects, and contribute to the development of the Crown Office's operational plan. The E recognizes this in addition to the combination of both technical business administration and criminal justice knowledge.
- I:** With the size of the Crown Office (both on the administration and the crown prosecution sides), comes a significant level of complexity in the maintenance of records for different courts. That is, the position must integrate a variety of administrative support services in various geographical locations, ranging from disclosure, filing, and purchasing, to managing specific units such as homicide, litigation, paralegal, traffic, youth, witness, etc. Position does not have a II for Business and Leadership Know-How as each area of work is under the umbrella of criminal justice for one region.
- 3:** Position motivates behavioural change over the long term through developing a vision and plan for the administrative services unit to support the needs of the Crown Prosecutions in an environment where legislation is always changing and affecting the way their business is done. HR skills go beyond the day-to-day supervision of staff recognized at the 2 level - the level of skills required for the Team Leads the position supervises. There is extensive interaction with a broad range of stakeholders at senior levels of the ministry requiring strong facilitation and coordination skills.

### Problem Solving:

The position must assess variable situations that occur within the branch and determine the best possible solution. For example, when legislation surrounding the notification of victims of serious offenses changed, the position needed to re-evaluate the way the office managed records of both offenders and victims, and re-wrote the policies and procedures that are in practice today. When legal changes occur, the position will determine how this translates for the administrative staff and how they carry out their business to support the Crown Prosecutors. These changes to administrative services are completely owned by PUR – the supervisor (Chief Crown Prosecutor) is not readily available for support and the expectation is to operate independently.

### Accountability:

- E:** The position reports directly to the Chief Crown Prosecutor and has significant freedom to make operational decisions independently and without assistance. There are no other levels of management that have responsibility for administrative issues above this position. The supervisor does not have a functionally similar job and does not review business decisions made by PUR on a regular basis.
- 2-:** Position works in one area of Justice, affecting a small number of units within a diverse and complex division.
- C:** PUR supports and contributes towards the delivery of Crown Prosecution services.

### Last Reviewed:

Last Review / Update: 2016-03-11

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Classification: Public



# MJEP Benchmark

## Job Description - M410-35

### Identification Section

<b>Working Title:</b>	Manager, Administrative Services
<b>Ministry:</b>	Justice and Solicitor General
<b>Division, Branch/Unit:</b>	Office of the Chief Crown Prosecutor
<b>Reports To:</b>	Chief Crown Prosecutor
<b>Levels to D.M.:</b>	3

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Chief Crown Prosecutor/Director, the Manager, Administrative Services is an integral member of the Edmonton Crown Prosecutors' Executive Management Team. This team is responsible for evaluating the Office's performance and deliverables, making decisions on strategic initiatives, overall case management, business operations, and office planning. This position is responsible for managing the business support and administrative functions for the offices located in the jurisdiction of Edmonton (including Stony Plain; St. Albert and Barrhead) that are comprised of 64 prosecutors, 8 provincial prosecutors, 62 support staff and 2 librarians. This involves overseeing all 62 support staff; managing HR matters pertaining to support staff and lawyers such as: recruitment and retention, performance management, resource allocation and employee relations; managing a budget of \$12 million; systems; facilities; and general administration. The Manager, Administrative services is expected to identify procedural issues, make recommendations for streamlining processes, manage the change implementation process and work with all affected stakeholders.

### Specific Accountabilities

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**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

**1. Effective service delivery to Crown prosecutors, partners and other stakeholders.**

Activities:

Update current processes to identify and implement workflow efficiencies and new procedures.

Prepare proposals and conduct studies through cost/benefit analysis for future needs requirements.

Review and implement changes to the support staff structure to enhance work efficiency and ensure appropriate utilization of resources.

Monitor resource allocation and workload issues to ensure adequate support is available for prosecutors.

**2. Optimal performance of administrative staff is achieved through strong leadership and management skills.**

Activities:

Support, mentor and coach 5 unit supervisors and 3 paralegals to provide the necessary tools for them to succeed in their jobs.

Monitor 62 administrative staff to ensure they are trained appropriately and provided challenging opportunities so that appropriate skills and competencies are developed for continuity of operations, achievement of office objectives, succession planning and cross training.

Manage the performance planning process for support staff by ensuring that measurable goals are set, reviewed, and achieved along with training and development needs to fulfill operational requirements.

Identify and implement strategies to attract and retain qualified and experienced personnel to reduce turnover and provide Crowns with high-level support.

Monitor and manage employee relations issues such as staff conflicts, grievances, or disciplinary matters with diplomacy, sensitivity, and strong conflict resolution and problem solving skills in compliance with Human Resource policies and procedures.

**3. The Office's budget of \$12 million is managed appropriately to ensure that deadlines and fiscal targets are met.**

Activities:

Manage budget expenditures incurred by the Office and provide monthly forecasts to the Chief Crown and Director of Business Operations. This involves monitoring the processing of accounts payable, ad hoc, travel and expense claims, advances, leased and fixed asset purchases.

Monitor the verification of Office expenses against budget reports provided by the Director, Business Operations and Financial Services and conduct a variance analysis on a monthly basis.

Identify cost saving and efficiency measures and alternative uses for the savings.

Collect and compile data and forecasting future needs, including those that result from procedural or legislative changes

**4. Management and organization of accommodation and facilities requirements are done in a timely and efficient manner to minimize disruptions to business operations.**

Activities:

• see planning and supervision of projects involving office renovations or space issues in Edmonton; Stony Plain; St. Albert and Barrhead.

• e with Infrastructure and Strategic Services to find solutions to accommodation needs.

• itor security concerns and requirements and makes recommendations as necessary.

• are and maintain an Office Business Continuity Plan, Hazard Assessment and Emergency Response Plan.

• see telecommunication requests, IT needs, equipment contracts and renewals, and records management.

• otiate directly or oversee negotiations with vendors for the leasing of equipment, facilities, telecommunications, supplies, fixed assets and surplus furniture.

## Knowledge/Experience

**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Knowledge of various acts and legislative authorities: Criminal Code, Young Offenders Act.

Knowledge of department procedures, regulations, policies and practices in budget/accounting, business planning, purchasing, accommodations, expenditure control, human resources, Master And Subsidiary Agreements, Agent's Manual and other specialized government administrative support systems.

Understanding of the core business of the division and the department.

Strong conceptual, analytical, strategic, coordination and implementation skills are required to manage multiple priorities within demanding timeframes.

Critical thinking and complex problem solving skills are required to be resourceful in seeking solutions to everyday and more complex problems.

Conflict resolution and diplomacy skills to effectively manage labour/employee relations issues in an unionized environment.

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Leadership, judgement and negotiation skills are required to influence decision-making within the office and implement change management processes.

Strong communication skills and project management skills.

Post secondary education (University Degree in Commerce/Business Administration) or related diploma supplemented by extensive experience within the criminal justice system or a large legal service organization, managing business operations in the areas of strategic planning, human resource and budget management, facilities and general administration.

Knowledge of government systems such as Justice Online Information Network (JOIN) as well as software applications such as Word, Excel, Access, and Outlook.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The Manager, Administrative Services is expected to provide leadership and oversight to 62 support staff and direction to all staff on administrative policies and procedures. Exceptional project management, coordination and organization skills are required to minimize disruptions in business operations and meet the changing demands in all four offices (Edmonton; Stony Plain; St. Albert and Banhead).

This position also provides leadership in HR and budget management, business continuity, hazard assessment, emergency response planning, and security concerns. In the past, Crown Offices have been the target of serious security threats; this position is responsible for preparing, maintaining and implementing the response plan for these types of scenarios to ensure the safety of all office employees.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The Manager, Administrative Services continually requires creative and innovative approaches to ensure productivity and efficiencies to partners and stakeholders as well as strategies to promote and sustain positive cultural change. With the large

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number of employees to manage, coupled with the conditions of the labour market in Edmonton, this position is expected to develop strategies to attract and retain staff. Reducing turnover, ensuring the development and growth of staff while managing daily office workload pressures points extensive problem solving skills. There is a constant need to juggle priorities and manage unexpected issues that arise.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Chief Crown	Daily	Provide information/resolve issues, present information, promote ideas.
Assistant Chief Crown Prosecutors	Daily	
Crown Prosecutors	Daily	Provide information; resolve problems; explain concepts.
Support Staff	Daily	
Director, Business Operations	Weekly/As required	Provide information/resolve problems; present information, promote ideas.
Manager, HR Planning and Strategies	Weekly/As required	
Office Managers	As required	Exchange information/resolve issues; promote ideas.
Manager, Court Services	As required	Exchange information; resolve issues; coordinate service delivery.
Human Resources	As required/Almost daily	Exchange information/resolve issues; promote ideas.
Pay and Benefits	As required/Weekly	Staffing; compensation; clarify requirements.
<b>External</b>		
Alberta Infrastructure	As required	Provide information; resolve issues.

Lawyers	As required	Provide information; respond to concerns.
Police Agencies	As required	Exchange information; problems solving.
Vendors	As required	Exchange information/resolve issues; coordinate service delivery.
Edmonton Law Office Community	As required	Exchange information.

## Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The Manager, Administrative Services is responsible for results that effect the entire Crown Prosecutors Office, which in turn impacts staff in Court Services, police agencies, probation, the defense bar, victims and witnesses on a regular basis. This position is expected to re-engineer processes and implement major structural changes of the support staff complement and unit operations for optimal performance and output to improve service delivery for all stakeholders in the criminal justice system.

This position is given the freedom and independence to not only manage ongoing responsibilities and day-today issues, but to also initiate and implement appropriate changes. This position is responsible for keeping the Chief Crown and Assistant Chief Crown apprised of all major issues that may arise.

Last Review / Update: 2016-03-11

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Classification: Public



# MJEP Benchmark Evaluation - M410-01

## Identification Section

**Working Title:** Manager, Facilities and Government Centre Security  
**Ministry:** Justice and Solicitor General  
**Division, Branch/Unit:** Public Security, Security Services  
**Reports To:** Assistant Director, Government Security  
**Levels to D.M.:** 4  
**Job Description:** M410-01  
**Minimum Recruitment Standard:**  
**Class Code:** M410

## Job Summary

Reporting to the Assistant Director, Government Security, the position manages the staff that runs the provincial security alarm control centre, contracts with external security agencies and programs to provide security services for the Government Centre. The position provides advice and support inside and outside the branch on security matters.

## Evaluation

Know-How	Problem Solving	Accountability	Total Job Points
E13 230	E3 33% 76	E-2C 100	406

Short Profile: A2

## Evaluation Rationale

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**Know-How:**

- E:** The position requires technical knowledge of electronic security systems and knowledge of public security procedures, policing methods and relevant legislation and policies.
- I:** Position coordinates event security with contracted agencies and the Manager of Legislature Security; and interacts with Government officials and Senior Managers. Leads project teams from various departments to assess and provide competent communications and security. Requires evaluating, coaching and directing staff as well as effective consultation with external stakeholders such as: police, intelligence units and private security professionals.
- 3:** Extensive interaction with a broad range of stakeholders and all levels of government requiring strong facilitation and coordination skills.

**Problem Solving:**

The position must assess variable situations for security risks. Decisions arise from creative application of standard operating procedures.

**Accountability:**

- E-:** Security policies are well developed and provide guidelines for many situations. There are a few security standards existing and decisions to counteract and thwart security challenges are situational and often instantaneous which gives the position an E- as opposed to a D rating.
- 2:** The position supports government functions by guiding and supervising security services that monitor and respond to alarms in government facilities throughout the province.
- C:** The position is responsible for managing the control room staff and functions to ensure the delivery of security and investigative services to senior levels of government.

**Last Reviewed:**

Last Review / Update: 2016-03-11

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Classification: Public



# MJEP Benchmark

## Job Description - M410-01

### Identification Section

<b>Working Title:</b>	Manager, Facilities and Government Centre Security
<b>Ministry:</b>	Justice and Solicitor General
<b>Division, Branch/Unit:</b>	Public Security, Security Services
<b>Reports To:</b>	Assistant Director, Government Security
<b>Levels to D.M.:</b>	4

### Position Summary

**(Briefly describe the main purpose of the position, and why it exists for the most part.)**

Reporting to the Assistant Director, Government Security, this position is responsible for managing the staff that operate the provincial security alarm control centre. The Manager, Facilities and Government Centre also contracts with external security agencies and programs to provide security services for the Government Centre. The position provides advice and support inside and outside the branch on security matters.

### Specific Accountabilities

**(List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described.)**

**1. Manage the Government Centre Security function by:**

• Managing control room staff and functions to deliver services to stakeholders.

• Coordinating strategies providing service and advice to a variety of stakeholders at Government Centre in support of the Alberta Counter Terrorism and Crisis Management Plan.

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Providing expert technical security advice and threat and risk assessments to a broad spectrum of government managers.  
 Providing personal physical and technical security and investigational service and advice to the executive levels of government.

This ensures effective and efficient services are provided to meet the needs of various receiving services.

**2. Effective provision of security services through quick decision-making:**

Security policies are well developed and provide guidelines for many but not all situations.  
 There are few security standards existing in government. These standards are developed and/or selected as appropriate.  
 Decisions to counteract and thwart security challenges are situational and often instantaneous, risk taking is frequent.  
 The position must also respond to the Federal Government standards in relation to CPIC.

This ensures that decisions impacting a variety of stakeholders are made in a timely manner based on good judgment.

**3. Manage relationships with a wide variety of stakeholders by:**

Forming project teams of persons from various departments in assessing and providing competent communication and security systems to government.  
 Providing executive management on security issues and strategies in the implementation of the physical and technical security requirements at Government Centre.  
 Providing expert security advice and recommendations for briefings and background materials to the most senior levels of government.  
 Coordinating event security with contracted agencies and the Manager of Legislature Security.  
 Ensuring the maintenance of the program through liaison with police, intelligence units, and private sector security professionals.

This ensures quality security advice and service is being provided to all stakeholders.

**4. Develop new and better methods that result in changes to existing services, procedures, and policies through:**

Providing recommendations to the executive level of department management with respect to their security programs within a changing environment.  
 Recommending and delivering new security strategies to the most senior levels of government.  
 Using creativity and innovation to respond to sensitive enquiries and investigations that frequently offer no opportunity to seek advice.

This work enhances the value of security services to senior levels of government.

## Knowledge/Experience

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**(Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position.)**

Extensive technical knowledge of public security procedures and electronic security systems/equipment.

Working knowledge and understanding of policing methods and the law (i.e. relevant legislation and policies).

Extensive supervisory, management or leadership experience and training.

Knowledge of management systems and processes including: performance management, budgeting processes, employee discipline, union, and labour agreements.

Formal training in computer technology.

Extensive experience in assessing security requirements in a public sector environment.

Investigative skills are required to analyze problems and issues in security. This position requires effective communication skills (verbal and written) in interacting effectively with senior levels of government (Provincial, Federal, and Municipal) and other organizations partnered in the physical and technical security field.

Grade 12 minimum supplemented by coursework in management or supervisory studies with a minimum of 5 years police and/or security experience.

Special Constable appointment is required to perform security duties and have access to confidential material.

## Leadership and Business Know-How

**(Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples.)**

The position must manage the control room to ensure that the Operators work with stakeholders to identify and resolve issues. This position coordinates the activities of Security Officers in the delivery of security services at Government Centre. This position facilitates the synchronization of services with other sections of security in the Branch and with Alberta Infrastructure

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personnel and systems to ensure that comprehensive protection is provided. This position is required to facilitate relationships with other government departments, the public, and other stakeholders.

## Problem Solving

**(Describe difficult or challenging situations the position is typically expected to solve and the assistance available.)**

The Manager, Facilities and Government Centre faces differing circumstances requiring a search for solutions to address unprecedented situations within a 24 hour security operation at Government Centre. The position must first identify the nature of the problem and then adapt solutions from known alternatives. The position must use problem analysis and develop strategies to assist the Solicitor General and Public Security and other departments to better address their security needs, as required. Working with other sections of the Protection Services Unit, the position works to analyze and develop solutions to security issues that integrate communication, encryption and security technologies.

## Relationships/Contacts

**(Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken.)**

Clients	Frequency	Nature & Purpose of Contact
<b>Internal</b>		
Director, Protection Services	Daily.	Routine and sensitive operational and administrative concerns, HR issues, budget issues.
Human Resources	Monthly.	Resolution of HR issues.
Branch/Division Managers	10-20 times per year.	Devise security strategies and resolve issues.
Executive Director/Acting Executive Director	Weekly.	Sensitive and unique operational and administrative issues.
ADM/Deputy Minister	Monthly or as required.	Sensitive issues.

Manager(s) Executive Security	Daily.	Services to the Premier's Office.
Finance/Payroll	Monthly or as required.	Budget, pay issues.
<b>External</b>		
Infrastructure	Daily.	Coordination of activities, security issues.
Other Department Managers	Weekly.	Security issues, advice, and resolution.
Premier's Office	Monthly or as required.	Security service and advice.
Minster's Office	Monthly or as required.	Security advice, consultation.
Government Members	Monthly or as required.	Security advice, consultation.
Suppliers	Monthly.	Establish standards for service provided.
Police - Municipal RCMP, CSIS	Monthly or as required.	Sensitive investigations, Intelligence, Threat and Risk assessment, new security technology, CPIC.

### Impact and Magnitude of Job (Scope)

**(Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples.)**

The Manager, Facilities and Government Centre manages the Government Centre Security function. This position is responsible for results that affect the entire department by ensuring that security and investigative services are provided to those in Government Centre and to senior levels of government. In addition, the position provides interpretive, advisory or other important support services for use by others in achieving results as internal and external clients look to this office for experienced, professional physical and technical security advice and services. The position is responsible for keeping the Director of Protection Services, Executive Director, and Deputy Minister apprised of major issues that may arise. This position requires the ability to interact effectively with senior levels of government (Provincial, Federal, and Municipal) and other organizations partnered in the physical and technical security field.

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