

Update

Ministry

Describe: Basic Job Details

Position

Position ID

Position Name (30 characters)

Current Class

Job Focus

Supervisory Level

Agency (ministry) code

Cost Centre

Program Code: (enter if required)

Employee

Employee Name (or Vacant)

Organizational Structure

Division, Branch/Unit

 Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

Supervisor's Current Class

Design: Identify Job Duties and Value

Changes Since Last Reviewed

Date yyyy-mm-dd

Responsibilities Added:

Responsibilities Removed:

Job Purpose and Organizational Context

Why the job exists:

facilitation in support of these services.

The Performance Measurement and Reporting function supports the ministry in various ways: for public accountability of the ministry, its agencies, boards and commissions, and the government; for evaluation of department programs and policies, as well as the adult learning system as a whole, to determine, for example, efficiency or outcomes achievement; and for supporting decision-making in the department and the system.

The work of the Senior Analyst, Performance Measurement and Reporting includes research into performance measures and indicators and their development; setting targets, exploration of relevant data sources and collaboration with a broad range of colleagues and stakeholders to develop and refine measurement frameworks; and facilitation to build a performance measurement culture. This role is also responsible for collaborating with department staff to collect results and analysis, and drafting, reviewing and editing the ministry annual report. This work contributes to the mandated deliverables that are necessary to meet the Government's public accountability requirements under the Fiscal Planning and Transparency Act and the Legislative Assembly Act, as well addressing guidance and direction from Treasury Board and the Office of the Auditor General. The Senior Analyst will also work with business areas, technical and subject matter experts to develop visual representations and communications about measures and indicators for reporting purposes; and develop systems to capture, organize, and share information on performance measurement related functions and activities. Additionally, the Senior Analyst will support the Skills Data Initiative, other corporate functions, and policy priorities of the department (as needed).

Responsibilities

Job outcomes (4-6 core results), and for each outcome, 4-6 corresponding activities:

1. The ministry's performance measures meet public expectations and the organization's internal accountability requirements.

- Be the central repository for ministry performance measures to provide useful business intelligence for the ministry that will drive positive changes in policy and programs.
- Identify and develop performance metrics that demonstrate progress toward the achievement of system outcomes and accountability for ministry and government priorities, strategies, and initiatives.
- Contribute to the development of the ministry business plan, annual report, and other government public accountability processes and documents by providing performance measures related information, analysis and supporting materials, and engaging in discussions to support appropriate use and interpretation of materials provided.
- Support the ministry's strategic, policy, and program performance measures needs and capacity building.
- Maintain high-quality background documents for the development and maintenance of ministry performance measures, performance measures' targets, and indicators, to populate ministry and government annual plans and reports, and to support the ministry's presentations at the Committee of Supply and Public Accounts Committee.

2. The ministry has a clear understanding of its outcomes and performance measures.

- Support the development of a robust outcomes measurement framework for the department to achieve a long-term vision that strongly aligns with the ministry's public accountability, ministry planning, enterprise risk management, evaluation, and reporting.
- Support the implementation of the outcomes measurement framework, rallying resources as needed and reporting to ministry staff and executives as appropriate. This includes:

- implementing performance metrics for system outcomes and various other key deliverables, including compiling data, setting targets, analyzing and reporting results of the performance metrics;
 - developing and maintaining reporting products to present and communicate results and business intelligence to ministry staff and executives;
 - developing a routine, collaborative process to maintain the framework, to ensure it remains current, effective, and useful; and
 - increasing staff awareness and use of the framework, through provision of expertise and supports, including education and facilitation.
- Support the development of a measurement culture in the department through providing resources, expertise and training opportunities on outcomes and performance measurement when needed,
 - Share learning, processes, and tools with ministry and government champions and communities of practice.

3. The ministry's performance measures continuously evolve and improve to better reflect a complex system environment.

- Conduct regular reviews of the ministry performance measures, performance measures' targets, and indicators to ensure they are relevant, reliable, and representative.
- Conduct and apply research that improves and refines the ministry's approach to:
 - performance measurement in complex adaptive systems;
 - developing business intelligence from performance measures and analysis of data;
 - attribution for results in performance measures and frameworks and the requirement for a balanced explanation of results;
 - data collection, analysis, sharing and reporting or publishing; and
 - communicating performance measures, indicators, and statistics to decision makers and the public.
- Seek out opportunities to collaborate with public sector colleagues - including other Government of Alberta ministry staff, the Office of Statistics and Information, other levels of government, and communities of practice - to learn and apply leading practices in performance measurement, data analysis, and reporting.

4. Ministry annual report and the ministry's contribution to the GoA annual report meet GOA standards and timelines.

- Lead the development of the ministry annual report, and ministry contributions to the GOA annual report.
- Manage communication with and contributions from business area contacts throughout the department, and with Treasury Board and Finance colleagues.
- Work with Finance colleagues to ensure the meaningful integration of financial information.
- Ensure appropriate reviews and approvals, preparing briefings and making presentations as needed.
- Collaborate with the Information Designer and Treasury Board and Finance to ensure the annual

report design meets government standards.

5. The Director and Executive Director are supported in achieving the mandate, goals, and operations of the unit, branch, division, and department.

- Support other key priorities of the unit, including the ministry business plan, enterprise risk management, Deputy Minister's Performance Agreement, and strategic and executive team planning.
- Provide insight and recommendations on issues, opportunities, and challenges in performance measures and culture.
- Work collaboratively with unit staff to ensure appropriate coordination and integration of unit functions and delivery of products, tools, processes, and services.
- Establish and maintain relationships with department and GoA representatives, stakeholders, and partners.
- Promote collaboration within the department and with stakeholders relating to performance measurement.
- Represent the unit and/or the division on department working groups and committees with diverse mandates and responsibilities.
- Provide facilitation and consultation services to divisions and branches for performance measures and annual report related work as required.

Problem Solving

Typical problems solved:

- Recognizing and managing complexity. Strategic planning, outcomes development, and performance measurement cannot rely on simple, linear cause-and-effect thinking, and short time frames. Understanding the shifts required by emerging trends and the impact these may have on ministry strategies and plans is a major challenge.
- Establishing and maintaining a clear value proposition for performance measurement and reporting. Thorough considerations of measurement must be embedded in strategic, business, and operational planning, and in operational and annual reporting.
- Providing clarity and collaborating across the ministry to maximize efficiency and minimize duplication in the outcomes development, performance measurement and reporting work.
- Available administrative data or novel external datasets can be unstructured and exist in varied places or with different stakeholders, and sometimes structured data does not provide a close match to the issues at hand, so it needs to be shaped differently. This may require influencing other stakeholders such as Statistics Canada or technology companies.
- The Senior Analyst is expected to raise capacity on performance measurement and reporting in the ministry. To that end, the Senior Analyst facilitates continuous improvement, creates awareness of beneficial resources and tools, shares knowledge, coordinates/provides training in performance measurement, and develops business intelligence. The Senior Analyst also needs to proactively engage policy, program, and project leaders and champions throughout the ministry.
- The Senior Analyst must be able to manage the cross-ministry nature of measuring systemic, long-term outcomes and developing appropriate metrics. While the scope of each project and program evaluation will have limits, the Senior Analyst must remain aware of each program's/project's connections to larger lines of business and government priorities.
- Projects/programs may involve or affect multiple ministries, have multiple stakeholders, and will

inevitably generate opposing opinions and perspectives. Strong relationships with like-minded leaders across government help the Senior Analyst connect program/project leaders in related fields and support a government “line of business” approach to individual projects/programs.

Types of guidance available for problem solving:

The PRPM Unit has significant corporate knowledge and documentation on performance measurement and annual report related functions and activities. The manager and director will also provide guidance as needed.

Additionally, the public accountability standards, documents and processes set by Treasury Board provide the mandated requirements for developing and implementing performance metrics in the ministry business plan as well as developing the ministry annual report.

There is a large, well-established business planning and performance measurement community across the GOA that collaborates, shares information, and advocates for process improvements.

Direct or indirect impacts of decisions:

This position plays a key role in developing performance measures and indicators and developing the ministry annual report, which are integral parts of the ministry's corporate planning and reporting process. Performance metrics and annual reports enable the executives as well as the stakeholders to understand the ministry's progress towards achieving the organizational outcomes. Therefore, the decisions and actions of this position provide key insights into various business areas to make continuous improvement and support the senior executives in making evidence-informed decisions.

Key Relationships

Major stakeholders and purpose of interactions:

Internal

Executive Team

- Biennially or quarterly
- To present recommendations and receive direction on performance measurement
- To seek input and feedback on the ministry annual report

Executive Director/Director

- Weekly or monthly
- To report and receive advice on current and anticipated performance measurement and reporting related activities

Manager

- Daily
- To discuss key projects, priorities and recommendations and to receive guidance on overall approach towards performance measurement and reporting related functions and activities

Ministry management representatives and staff

- Daily or weekly
- To share information and advice, collaborate on projects, and problem-solve together

External

Representatives of other departments within Government of Alberta

- Weekly or monthly

- To share information and best practices in planning, reporting, performance measurement and evaluation
- To provide input on standards and guidelines

External to Government of Alberta

Contractors/Vendors

- As needed - Maintain strong relationships to engage their participation and support; identify various stakeholder needs

Stakeholder groups (e.g., post-secondary institutions, industry)

- As needed - Maintain strong relationships to engage their participation and support; identify various stakeholder needs

Representatives of other jurisdictions (e.g., Government of Canada)

- As needed - Maintain strong relationships to engage their participation and support; identify various stakeholder needs.

Required Education, Experience and Technical Competencies

Education Level	Focus/Major	2nd Major/Minor if applicable	Designation
Bachelor's Degree (4 year)	Business	Economics	

If other, specify:

Statistics

Job-specific experience, technical competencies, certification and/or training:

To achieve the results specified, the Senior Analyst requires in-depth knowledge of:

- Performance measurement theories, methodologies, standards, and techniques.
- Planning, reporting, and performance measurement frameworks and processes.
- Issues, trends, theories, and best practices in approaches to strategic, business, and operational planning and reporting, logic modeling, outcomes development, and performance measurement.
- Statistical methods on collecting, cleaning, processing, visualizing and analyzing data.
- Project management principles, strategies, and best practices.
- Qualitative and quantitative research methodologies and data analysis.

The Senior Analyst requires experience in:

- Working in politically sensitive environments, understanding who to involve, content to include, and how to frame issues appropriately.
- Facilitating groups large and small, especially groups in conflict or without established shared outcomes.
- Managing multiple priorities and projects in a fast-paced environment.
- Managing and synthesizing information and data from multiple sources, analyzing data/information, and turning data/information into concise and easy-to-understand reports.
- Applying appropriate evaluation methods and tools (e.g., logic models).
- Briefing and presenting to senior executives, elected representatives, and stakeholders.

It is preferable if the Senior Analyst has the following assets:

- Knowledge of ministry business plan and strategic priorities, as well as mandates, programs, and functions of business areas across the ministry.
- Knowledge of government strategic and policy directions and priorities as they relate to the ministry mandate and initiatives.
- Knowledge of client and stakeholder communities affected by the ministry mandate and operations, including adult learning providers, relevant organizations, committees, advisory groups, and representatives.
- Knowledge of risk management, strategic, business and operational planning, reporting processes and approaches, and evaluation theories and practices.



Behavioral Competencies

Pick 4-5 representative behavioral competencies and their level.

Competency	Level					Level Definition	Examples of how this level best represents the job
	A	B	C	D	E		
Systems Thinking	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<p>Takes a long-term view towards organization's objectives and how to achieve them:</p> <ul style="list-style-type: none"> • Takes holistic long-term view of challenges and opportunities • Anticipates outcomes and potential impacts, seeks stakeholder perspectives • Works towards actions and plans aligned with APS values • Works with others to identify areas for collaboration 	<p>Considers the whole system and recognizes links between elements in a complex network; sets goals within the context of long-term outcomes and broad perspectives; evaluates the effects of actions throughout the system; helps others see their role in achieving systemic change and continuous improvement.</p>
Creative Problem Solving	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<p>Engages the community and resources at hand to address issues:</p> <ul style="list-style-type: none"> • Engages perspective to seek root causes • Finds ways to improve complex systems • Employs resources from other areas to solve problems • Engages others and encourages debate and idea generation to solve problems while addressing risks 	<p>Engages subject matter and technical experts across the department to develop a deep understanding and new ways of thinking about an issue; analyzes a breadth of data and a variety of perspectives to make a choice between potential solutions and evaluate how effective the solution will be.</p>
Agility	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<p>Identifies and manages required change and the associated risks:</p>	<p>Creates processes and opportunities that allow flexibility; proactively</p>

		<ul style="list-style-type: none"> • Identifies alternative approaches and supports others to do the same • Proactively explains impact of changes • Anticipates and mitigates emotions of others • Anticipates obstacles and stays focused on goals • Makes decisions and takes action in uncertain situations and creates a backup plan 	<p>seeks advice and support when priorities change to appropriately assess, prioritize and meet changing demands; implements processes and opportunities that allow flexibility; collaborates with others to anticipate change; finds opportunities in change.</p>
Drive for Results	○ ○ ● ○ ○	<p>Takes and delegates responsibility for outcomes:</p> <ul style="list-style-type: none"> • Uses variety of resources to monitor own performance standards • Acknowledges even indirect responsibility • Commits to what is good for Albertans even if not immediately accepted • Reaches goals consistent with APS direction 	<p>Completes short-term deliverables while maintaining focus on longer-term outcomes; manages problems actively, strives for measurable and continuous improvement.</p>
Develop Networks	○ ○ ● ○ ○	<p>Leverages relationships to build input and perspective:</p> <ul style="list-style-type: none"> • Looks broadly to engage stakeholders • Open to perspectives towards long-term goals • Actively seeks input into change initiatives • Maintains stakeholder relationships 	<p>Communicates regularly with stakeholders, setting up opportunities for mutual sharing of information.</p> <p>Builds trust by being open to different perspectives while looking for long-term and mutually beneficial outcomes.</p>
Build Collaborative Environments	○ ○ ● ○ ○	<p>Collaborates across functional areas and proactively addresses conflict:</p> <ul style="list-style-type: none"> • Encourages broad thinking on projects, and works to eliminate barriers to progress • Facilitates communication and collaboration • Anticipates and reduces conflict at the outset • Credits others and gets talent recognized 	<p>Involves the right people in identifying and solving problems, envisioning and planning for outcomes and risks; gives close attention to effective communication; convenes a space where conflicts can be addressed safely and honestly.</p>