

Working Title Director, Strategic Policy		Name	
Position Number	Reports to Position No., Class & Level	Division, Branch/Unit	Ministry Service Alberta and Red Tape Reduction
Present Class		Requested Class	Levels to Deputy Minister (Not including incumbent level)
Dept ID	Program Code	Project Code (if applicable)	

POSITION SUMMARY: Briefly describe the main purpose of the position, and why it exists for the most part (See PP [Slides 28-32](#)).

The Red Tape Reduction (RTR) Branch is the main anchor of the cross-Ministry RTR initiative, and is responsible for coordinating and driving internal and external stakeholder engagement to inform the work of reducing red tape across the Government of Alberta (GoA). The Director's responsibilities include:

- Supporting the Minister of Service Alberta and Red Tape Reduction in fulfilling their mandate and portfolio responsibilities;
- Developing and increasing the capacity of the members of Ministry Red Tape Reduction Teams to deliver training to their colleagues and stakeholders;
- Leading policy development and providing policy support to ministries;
- Creating a framework for counting, monitoring, tracking, and prioritizing for the reduction of regulatory requirements and regulatory and administrative burden across government that is clear and consistent;
- Monitoring, tracking, and prioritizing initiatives RTR initiatives, both regulatory and administrative, across government;
- Measuring performance and impact of the red tape reduction initiative;
- Facilitating public input (including through a Cut Red Tape Website) and overseeing input from internal and external stakeholders; and
- Creating communications tools, including the annual report, to ensure the public is aware of the government's commitment and progress.

Reporting to the Executive Director, Red Tape Reduction, the Director is responsible for establishing robust policy, processes and mechanisms, relative to red tape reduction principles, application and evaluation of red tape reduction actions across government. This includes ensuring regulations and legislation are developed according to an outcome-based philosophy that ensures the lightest regulatory touch, supporting greater certainty for investors and businesses, and improved service delivery for Albertans. This position also includes reporting and tracking performance of policies and programs to ensure credible, timely and accurate reporting mechanisms that provide a full picture of performance of legislation and regulations within Alberta. This position requires the comprehensive knowledge and expertise in evaluation of complex policy in order to inform and adapt legislation and regulations and make recommendations to Executive and the Minister. This includes leadership on the development and implementation of qualitative and quantitative metrics, including cost and impact assessment. The position also requires leadership on projects related to the implementation of cross-government initiatives that deliver outcomes to reduce red tape and regulatory burden, and improve service delivery

On an ongoing basis, the Director, Strategic Policy collects and analyzes relevant data from multiple program areas to consolidate meaningful performance evaluation. The position will be required to deliver information related to Alberta's policy and program performance to a variety of audiences across government, as well as industry, non-governmental organizations and other governments.

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In doing so, the Director must build and maintain effective working relationships with ministries, governments, industry, and other stakeholders that are instrumental to achieving the objectives of the Government. The Director must work within the context of multiple interests and distributed influence, and within the context of Government of Alberta priorities. The Director works strategically with ministries and external partners to achieve a culture of continuous improvement and evaluation excellence.

The Director is responsible for the supervision, coordination and effective operation of the team, including the fulfillment of obligations by team members and the full and timely flow of information. The Director, Strategic Policy provides advice to the ED and ADM to resolve emerging issues.

The Director will also work closely with the Director, Stakeholder Engagement to support effective tracking of Red Tape Reduction initiatives and associated progress, while working fluidly across the division and providing support to engagement 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 (See PP [Slides 20-27](#)).

Lead a comprehensive evaluation framework to inform legislative and regulatory recommendations to identify progress toward priorities

- Lead the development, implementation and continuous improvement of a framework that links to existing government planning and reporting schedules and reflects leading-edge thinking about how to measure value and demonstrate progress on red tape reduction
- Ensure review approach has appropriate rigor, and is consistent and transparent across for all policies and programs/projects
- Direct the design and implementation of appropriate prospective and retrospective evaluation approaches mechanisms, data collection and analysis, including cost analysis and other performance metrics.
- Design processes to facilitate the collection and analysis and presentation of performance and evaluation results
- Align the framework, programs and processes with ministry and GOA evaluation, planning and reporting frameworks to form a cohesive and integrated platform for quantifying and demonstrating the movement toward expected outcomes and value for investment

Lead the ongoing evaluation of policies and programs that demonstrates sound evaluation practices and methodologies to identify areas of progress and adjustment as necessary

- Negotiate and leverage opportunities for joint leadership and evaluation of projects or initiatives with partnering ministries and/or organizations
- Direct the development of recommendations based upon the evaluation findings, and if required, implementation plans and progress reporting
- Review, approve and move forward reports that evaluate results and highlight movement toward priorities
- Present recommendations and results to the Executive Director

Lead the unit to achieve policy and operational goals and the priorities of the Red Tape Reduction Branch

- Provide advice, guidance, and coaching to support and enable staff to work in a highly complex and dynamic environment with shifting priorities.
- Facilitate sharing and pursuit of best practices through team cohesion
- Provide strong collaborative Leadership to the unit, modelling excellent Leadership and management practices and supporting other team managers and supervisors in their roles.
- Foster innovation to provide excellent service.
- Ensure (directly or indirectly) that team members' development, motivation and needs are met.

Other duties 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 (See PP [Slides 33-37](#)).

- University degree in a related field such as Economics, Political Science, Law, Public Administration, with several years of progressively responsible experience in a policy, planning or regulatory environments
- Strong understanding of:
 - Linkages between policy, planning, regulatory decision-making, monitoring, evaluation, reporting and policy evaluation
 - The political environment within which the Ministry operates
 - Relevant legislation and government policies, programs, and business plans
 - Knowledge of the mandates, policies and programs of ministries
 - Government policy development and cabinet approval processes
- Broad and deep knowledge of evaluation principles and approaches, and the mechanisms and systems that support evaluation
- Sound knowledge of risk management and how it applies to the planning and conduct of evaluations
- Sound knowledge of performance measurement and how it supports the evaluation process
- Awareness of international trends and leading practices in other jurisdictions that relate to performance measures and program evaluation in topics related to red tape reduction
- Ability to assess, interpret, and identify gaps in policies
- Strong focus on objectivity, integrity, transparency, respect, and fairness
- Extensive project management experience for initiatives that are complex and politically sensitive
- Excellent Leadership and management ability. Extensive experience in leading and coordinating projects, consultation processes and working in teams
- Ability to effectively represent the Department's and/or government's position
- Well-developed interpersonal and negotiation skills
- A high degree of agility – this position demands they deal with many complex and high-profile issues in tight timelines
- Experience in multi-stakeholder engagement and consultation processes, and the ability to work with stakeholder groups to respond collectively to existing and emerging issues.

LEADERSHIP AND BUSINESS KNOW-HOW: Specify the level of coordination, organization and Directorship required to produce the results expected of the position. Provide recent examples (See PP [Slides 38-40](#)).

The Director must possess well-developed planning, coordination and organization skills. Strong vision and motivation are needed to increase the capacity for long term sustainability through a lens of evaluation, measurement and evidence based decision-making.

Leadership skills are also applied to lead this division and to identify priorities. Human and financial management skills are required to be an effective Director

Other leadership and business skills include:

- Strong systems and strategic thinking to shape Red Tape Reduction framework components to meet provincial priorities and needs.
- Analytical and evaluative skills are required to Director specific projects
- Ability to integrate and synthesize knowledge generated by evaluations into strategic advice.
- Ability to anticipate and analyze emerging issues, priorities, risks, and opportunities where the evaluation function might contribute value in an innovative yet practical manner that meets program and stakeholder needs.
- Strong relationship building skills and consultation and negotiation skills are applied to gain support for evaluation frameworks, strategies, plans, and recommendations.
- Strong interpersonal skills and ability to relate and collaborate effectively with others.
- Creativity; ability to identify productive new directions, encourage others to do the same and – directly or through others – follow through to make them a reality.
- Ability to communicate ideas to a variety of audiences through written and oral presentations and to anticipate how ideas communicated will be received.
- Innovation and aptitude to develop evaluation strategies across a broad range of sectors and activities

LEADERSHIP AND BUSINESS KNOW-HOW: Specify the level of coordination, organization and Directorship required to produce the results expected of the position. Provide recent examples (See PP [Slides 38-40](#)).

- Strong project management skills.

PROBLEM SOLVING: Describe difficult or challenging situations the position is typically expected to solve and the assistance available (See PP [Slides 41-43](#)).

The types of challenges experienced by the Director, Strategic Policy are often complex, nebulous, and could have multiple options for resolution. Precedents might exist but need to be tailored to meet the specific project needs. Within the overarching framework, policies, and priorities the Director negotiates and consults with stakeholders and applies subject matter expertise to find solutions. Challenges can include a wide range of topics such as illuminating the benefits and value of evidence based evaluation, gaining the participation of multiple stakeholders, resolving issues around data collection and analysis, privacy impact assessment, maintaining consistency in methodology across projects, and maintaining rigor and ethics in methods and reporting. The Director, Strategic Policy must also work within project timelines. The Director must see the broader context, and be able to present concisely the issues for consideration by key decision makers. As issues arise, the Director, Strategic Policy may consult with senior and executive management and a network of colleagues to arrive at timely, accurate and informed decisions. Legislation and policies, existing ministry legislation and frameworks, policies, standards, and priorities also help to provide guidance to resolve 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) (See PP [Slides 44-46](#)).

Clients	Frequency	Nature and Purpose of Contact
<u>Internal</u> Unit Staff -	Daily	Manage team operations; share information;
DM and ADM Office; ED	As needed	Develop and provide information in response to queries; provide briefings and recommendations
Ministry Communications Branch	As needed	Consult regarding communication messages and engagement approaches for projects and reports.
Other ministries involved in the development and implementation Red Tape Reduction Initiatives	weekly	Collaborate to reduce barriers to progress on work plans; resolve issues across review plans; consult regarding process; Collaborate to develop strategies to increase capacity of evaluation across government; participate on committees
<u>External</u> Consultants	As needed	Negotiate contracts; provide direction; share information; collaborate on development of deliverables
Industry representatives	As needed	Provide information on the evaluation approach; partner on specific initiatives to share data etc. respond to 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 (See PP [Slides 47-49](#)).

The Director, Strategic Policy will be expected to lead the drafting and application of government legislation and accompanying policies on regulatory excellence. This position is a strategic advisor to ministry Executive Director. Results and reports inform policy directions, demonstrate value for investments, objectively inform decision-making and approvals, and highlight progress toward expected outcomes. The results produced under the direction of the incumbent answer strategic questions such as: how does the province know that it is moving forward? How does the evidence inform policy directions? How successful were completed projects in moving the needle on investment in the province?

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 (See PP [Slides 47-49](#)).

This position is instrumental in defining issues, identifying and researching alternative solutions, and recommending or determining how best to proceed. The Director has authority to adjust the resources to meet business priorities, and to determine how best to manage assigned projects. Authority is granted to this position to adjust approaches and processes in line with legislation and the required timelines and requirements.

CHANGES SINCE LAST REVIEW: What significant changes have occurred in your job, from the last review (See PP [Slides 50-51](#)).

COMPARABLE POSITIONS: List comparable GoA benchmarks (See PP [Slide 52](#)).

ORGANIZATION CHART: A current organization chart that includes supervisor, peers and staff MUST be attached. Include whether employee is permanent, wage, temporary or contract and indicate position numbers (See PP [Slide 53](#)).

Signatures

The signatures below indicate that the manager (incumbent) and division director/ADM have read, discussed and agreed that the information accurately reflects the work assigned (See PP [Slide 54](#)).

Manager

_____	_____	_____
Name	Signature	Date

Supervisor

_____	_____	_____
Name	Signature	Date

Division Director/ADM

_____	_____	_____
Name	Signature	Date

This information is being collected under the authority of Section 10 of the Public Service Act and will be used to allocate positions within a classification plan and to manage the Alberta government human resources program. If you have any questions about the collection of this information, contact the Job Evaluation Unit, 6th Floor, Peace Hills Trust Tower, 10011 - 109 Street, Edmonton, Alberta T5J 3S8, phone 780/408-8400 or contact your Ministry Human Resource Office.