

Ministry

Infrastructure

Describe: Basic Job Details

Position Name (200 character maximum)

Senior Manager, Modular and Post Secondary Programs

Current Class

Senior Manager (Zone 1)

Job Focus

Operations/Program

Supervisory Level

01 - Yes Supervisory

Organizational Structure

Division, Branch/Unit

Strategic Planning & Learning Facilities

Supervisor's Position Name (30 characters)

Director, Planning & Site Read

Job Purpose and Organizational Context

Why the job exists:

Reporting to the Director, Planning & Site Readiness, this position provides leadership, strategic direction and oversight in the implementation of the Schools Modular Classroom Program (MCP), PSI and school facility conditions and inventories. The Senior Manager oversees a highly technical team of experts ensuring accurate tracking and reporting of the inventories, modular orders/status, and the utilization of the facilities. The Senior Manager is also accountable for managing Post Secondary Institution (PSI) capital program and projects. The Senior Manager is the primary liaison for post secondary institutions, providing expert advice, and advocacy, while also ensuring accountability for the government's capital programs. The Senior Manager proactively engages with a wide variety of internal and external stakeholders, working in close collaboration with Facility Directors, Senior Business Officers, Vice Presidents, Superintendents and Secretary Treasurers and other senior officials in the Alberta PSI system and manufacturing industry. The role provides expert advice and recommendations that inform executive level decisions with large impact on external stakeholders including the ministry of Advanced Education, Education, Post Secondary Institutions, and K-12 Schools.

Responsibilities

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

1. Provide leadership, advice, and strategic direction over the provincial MCP.

- Responsible for administering and managing an annual budget of up to \$100 million, and up to \$10 million for individual MCP Projects.
- Lead and provide direction on research and provide recommendations in the development of Alberta Infrastructure policies, guidelines, initiatives and issues related to modular classroom facilities.
- Oversee the development and implementation of key performance indicators to measure facility utilization, capacity, and functionality, ensuring comprehensive consultation with industry, school boards and other ministries.
- Oversee the accurate and timely reporting on the unit types, stages of construction, and order status of classroom facilities for pick up.
- Provide advice and recommendations on to Education and Senior officials on policy, guidelines, strategic and capital planning for MCP.
- Facilitate and promote industry development for ongoing improvement to the MCP and procurement opportunities to ensure diverse opportunities to industry.
- Collaborate with school boards and Education on the MCP and facilitate processes for gathering feedback for ongoing improvements to the modular classrooms and program.
- Oversee the development of Request for Proposal (RFP) documents for the selection of a proponent(s) to manufacture modular classrooms, including the establishment of an Evaluation Committee made up of representatives from Infrastructure and the program ministries, and making recommendation of award of the successful respondent(s) to the RFP and development of contracts.
- Ensure modular units comply with the performance requirements outlined in the RFP.
- Lead in the establishment and implementation of key performance indicators for placing the orders for the modular units with the manufactures and reporting on the unit type, order and construction status and timelines; ensuring that the delivery requirements are met.
- Provide consultation and communication support for issues identification and resolution.
- Resolve escalated issues from the team and engages with owners and other stakeholders on quality control, issues management, contract amendments and negotiations etc.
- Oversee the preparation of ministerial briefings, action request responses, and correspondence pertaining to modular program issues, procurement, manufacturing and delivery.

2. Provide leadership, advice, and strategic direction over to manage and oversee Post Secondary Institutions (PSI) capital funding programs and ensure accountability and compliance to grant agreements, policies, and guidelines.

- Ensure effective accountability reporting of distributed grants by administering a monitoring system that meets the needs of government and post-secondary institutions.
- Primary liaison with Advanced Education in all capital project matters including business cases, budgets and

capital submission processes.

- Lead in the development of criteria for selection of capital preservation projects submitted by PSI.
- Ensure the review and evaluation of capital projects submitted by PSI through Infrastructure's BLIMS-WAP, providing support to Advanced Education regarding technical analysis of project scope, costs, etc.
- Prioritize projects and develop draft list of priority projects for review by senior Advanced Education Ministry representatives.
- Recommend high risk projects for Value Management and develop RFP and manage consultants for oversight on project and to assist with the planning and costing development on behalf of Advanced Education.
- Monitor approved major capital projects to ensure projects are adhering to scope, schedule and budget and liaise with the Ministry of Advanced Education regarding project status and with PSI on issues management and risk mitigation strategies.
- Develop budgets and establish cash flow targets prior to project approval and budget management monitoring of PSI projects underway to identify potential risk or surpluses.
- Ensure accurate information for GOA wide reporting of expenses in PSI projects by monitoring forecasts, expenditures and progress identifying any concerns and mitigating risk.
- Work in collaboration with the ministry of Advanced Education in reviewing and addressing PSI deferred maintenance and facility condition.
- Work in collaboration with PSI and Advanced Education to ensure accuracy and consistency in PSI's supported building area data.
- Ensure approved capital projects and the Capital Maintenance & Renewal Program (CMR) are communicated, implemented, and reported on in accordance with Ministry and Government legislation, policies, and guidelines.
- Accountable for the review and approval of three-year Capital Maintenance & Renewal Plans and for ensuring the funding is spent within the guidelines.
- Lead the CMR Guidelines and Formula review committees, communicate and implement changes to ensure program meets the needs of the PSI and government.
- Provide guidance and technical advice to PSI senior management, stakeholders and the public regarding capital funding, policies, guidelines, project management processes, reporting and monitoring requirements of the Alberta government and policy issues.
- Lead the research and provide recommendations in the development of Alberta Infrastructure policies, guidelines, initiatives and issues related to PSI facilities.
- Oversee the development and implementation of key performance indicators to measure facility utilization, capacity, and functionality, ensuring comprehensive consultation with PSI and other ministries.
- Oversee the preparation of ministerial briefings, action request responses, and correspondence pertaining to
- Work in close collaboration with Facility Directors, Senior Business Officers, Vice Presidents and other senior officials in the Alberta PSI system.

3. Provide leadership, advice, and strategic direction over the provincial schools, MCP and PSI school facility condition and inventories.

- Accountable to oversee the Area Capacity and Utilization (ACU) function assigned to Infrastructure under the memorandum of understanding with Alberta Education and the PSI building, land and space inventory as assigned to Infrastructure under the memorandum of understanding with Advanced Education.
- Oversee the program of all PSI and School building evaluations and schedules to ensure accurate information on condition is captured and reported.
- Administer the ongoing facility evaluation program for the PSI and school facilities to ensure accurate data for reporting facility condition and deferred maintenance issues.
- Ensure accurate maintenance of information systems including facility condition systems.
- Resolve escalated issues from the team and engages with owners and other stakeholders on quality control, issues management, contract amendments and negotiations etc.
- Oversee the preparation of ministerial briefings, action request responses, and correspondence pertaining to modular program issues, procurement, manufacturing and delivery. Lead and provide direction on research and provide recommendations in the development of Alberta Infrastructure policies, guidelines, initiatives and issues related to modular classroom facilities.
- Oversee the development and implementation of key performance indicators to measure facility utilization, capacity, and functionality, ensuring comprehensive consultation with industry, school boards and other

ministries.

4. Proactively engage, establish, and maintain relationships with Ministry and Government representatives and stakeholders.

- Provide consultation and communication support for issues identification and resolution.
- Work in close collaboration with Facility Directors, Senior Business Officers, Vice Presidents Superintendents and Secretary Treasurers and other senior officials and other senior officials in the Alberta PSI system and modular industry partners.
- Proactively engage and consult with other ministries, including Advanced Education, Education, Municipal Affairs, Health, Justice and Solicitor General, regarding priority projects that create synergies for the provinces capital priorities or have impact on multiple departments.
- Work with other levels of government including the federal government on programs, for example, delivery of Federal Funding programs.
- Work with Advanced Education on the changes required to the Memorandum of Understanding and the responsibility and accountability roles to provide advice and recommendations on the post secondary capital program involving the transfer of accountability for the budget to Alberta Infrastructure.
- Work with modular business industry, school boards, and Education for issues mitigation, design, future design, and future program options to improve the delivery of the modular program.

5. Provide formal leadership, guidance, and mentorship to team members as they contribute to defining and achieving the area mandate.

- Identify and foster opportunities for innovative means to achieve continuous improvement in Capital Planning synergies for cross ministry projects such as school and PSI collaboration projects.
- Provide advice and recommendation to Education, school boards and modular manufacturers to resolve issues and promote continuous improvement of the modular classrooms and program.
- Develop, implement, and evaluate systems and processes to enhance operations and monitoring of both the PSI and Modular portfolios.
- Responsible for the effective fiscal management of the team budget.
- Manage staff (i.e. recruitment of team members; development of performance agreements and learning plans; performance management; ongoing allocation and management of workload).
- Encourages and supports career development and training for a highly technical team.
- Act on behalf of the Director and Executive Director, as required.

Problem Solving

Typical problems solved:

The MCP has unique challenges relating to issues management and looking into future resolution This requires looking at issues strategically and providing innovative solutions to improve the program in the future.

- Identifying gaps in design between multiple manufacturers to determine future changes to performance standards, managing the differences in the short term between various school boards and capital projects to ensure the integrity of the product and project.
- Continually review and assess current contracts with manufacturers, identifying gaps and negotiating amendments to the contracts, for program and fiscal integrity.
- Through ongoing communication, work diligently with the manufactures to ensure they are meeting the contractual obligations and resolving quality control issues to ensure product produced meets the standard of quality expected on our school and project sites.

The challenge of being able to adequately support the 21 post-secondary institutions both from an operational level through initiatives such as capital submissions or financially in response to critical maintenance and issues in the management of existing facilities and planning for required expansion. Examples of challenging or difficult situations handled by the Senior Manager include:

- Developing capital plan strategies for PSI within a complex environment requires balancing perspectives and requirements of multiple clients/stakeholders while integrating the broader context of financial and political realities.
- Identifying potential costs reductions and or savings within PSI capital projects and undertaking needs assessment on CMR spending make recommendations for redirection of funding to other priorities.

- Communicating the mandate, roles, and responsibilities of the PSI capital planning function to clients and stakeholders, and working collaboratively with other areas of the Division, Ministry, and Government to minimize duplication of effort and clarify overlapping responsibilities.
- Developing workload management strategies to respond to requirements of clients and stakeholders and deliver operational accountabilities within the constraints of limited resources.
- Reviewing existing frameworks, systems, and processes to identify opportunities to re-engineer business processes; transform operations; capitalize on new technologies; and create efficiencies in the business and capital program.

Other specific examples include:

1. Institutions may contact the Senior Manager to request advice on how to handle an unexpected challenge on a major capital project resulting in a cost impact of several million dollars. The Senior Manager must draw on their project knowledge and mediation expertise to ensure the issues are adequately explored prior to looking at solutions. The Senior Manager must ensure that good working relationships based on trust are established prior to these types of issues arising. With sound relationships as a foundation, the Senior Manager will be able to work effectively toward the best possible solution while at the same time ensuring that PSI remain accountable in their project management.
2. Government initiatives may result in competing interests between Alberta Infrastructure and other ministries. The Senior Manager must consistently approach inter-ministry relationships with integrity and professionalism. Regular open lines of communication will build effective working relationships with counterparts in other government ministries. Good organizational awareness will ensure that the Senior Manager will continue to be effective in advancing the mandate of Alberta Infrastructure.
3. Reviewing and verifying budgets for capital projects and CMR Program projects presents complex challenges for the Senior Manager in that varying, and often conflicting, perspectives must be considered and integrated prior to determination of funding commitments. The Senior Manager consults with representatives of PSI to determine expectations as to project costs and clarify the Government's framework for capital project funding. This position suggests alternatives and options to PSI for the funding of projects, including proceeding in phases or revising expectations and requirements to realize project goals within the constraints of available resources. Creativity, innovation, and negotiation skills are required to determine funding approaches agreeable to all parties.

Types of guidance available for problem solving:

1. Leadership and direction are provided to team members to ensure effective delivery of grant funded school programs:
 - Provides guidance and assistance for excellence in project service delivery.
 - Enhanced planning, oversight and monitoring of grant funded school capital projects.
2. Responsible for assisting and guiding school jurisdictions and PSI in compliance with all applicable legislation (Education Act, Post Secondary Learning Act, Municipal Government Act, Regulations for Disposition of Properties, , Agreement on Internal Trade, Canadian Free Trade Agreement and New West Partnership Trade Agreement). Ensures that all team members are aware of their responsibilities in this regard.
3. Build and maintain effective interdepartmental relationships and effective coordination of interdepartmental programs and issues.
 - Provision of technical expertise and advice to Alberta Education and Advanced Education in the review and evaluation of three-year capital plans and long-term facility plans, CMR submitted by school jurisdictions and PSI. Responsible to provide technical and costing input on high priority school capital funding requests and assist in the evaluation and recommendations for Alberta Education, Advanced Education and Treasury Board.
 - Negotiates responsible outcomes for the department.
4. Build and maintain effective relationships with external stakeholders, PSI and primarily school jurisdiction personnel including Associate Vice Presidents, superintendents, secretary treasurers and facility directors, but also including manufacturers, consultants, contractors, municipalities and the public.

- Provide technical input on PSI and school capital priorities, including physical assessment of the facility and advice on potential future project scope taking into consideration initial capital costs and life cycle costs.

Direct or indirect impacts of decisions:

Precedence Setting issues.

Key Relationships

Major stakeholders and purpose of interactions:

Internal:

Clients

- Regional Delivery Director, Learning Facilities Branch
- Executive Director, LFB and ADM, SPLF
- Representatives from other branches, such as Technical Services and Strategic Initiatives Division

Frequency

- Daily
- Daily, or as required
- Ongoing as required

Nature and Purpose of Contact

- To discuss work priorities and projects
- To receive overall direction and strategic advice
- To discuss technical, procurement and other project requirements

External:

- Alberta Education senior officials and staff

Ongoing as required

To discuss client objectives to ensure completed project meets their needs, clarify/resolve issues, influence decisions, and manage expectations

- Advanced Education senior officials and staff

Ongoing as required

to discuss client objectives to ensure CMR and projects meet expectations, intent needs, clarify/resolve issues, influence decisions and manage expectations

- Representatives from Modular industry and construction industry

Ongoing

To discuss project needs, monitor work and report performance

- Senior officials and staff from other government ministries, boards, partners, stakeholders and agencies

Ongoing

To obtain inputs on client needs and discuss/resolve issues

- Project partners

Ongoing

To discuss project partnership objectives to ensure completed project meets their needs, clarify/resolve issues, influence decisions, and manage expectations

Required Education, Experience and Technical Competencies

Education Level

Bachelor's Degree (4 year)

Focus/Major

Engineering

2nd Major/Minor if applicable

Other

Designation

Other

If other, specify:

Business, Architecture

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

Extensive knowledge of applicable legislation including the Education Act, Municipal Government Act, Regulations for Disposition of School Properties, School Building and Tendering Regulation, Agreement on Internal Trade, Canadian Free Trade Agreement and New West Partnership Trade Agreement and Occupational Health and Safety legislation.

Knowledge of government policy directions for determining capital funding program priorities and allocation of government funds to school facilities.

In depth knowledge of all planning, implementation and reporting activities required of school jurisdictions by Alberta Infrastructure in the provision of school facilities to meet Treasury Board policies and targets.

Extensive knowledge of all major functions related to the interpretation and application of school facilities capital funding policies, procedures and guidelines for the purpose of providing advice and assistance to school board officials preparing submissions for review and decision.

Progressive management experience and demonstrated success in leading a diverse group of team members 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. Thorough understanding of Alberta Infrastructure business plan to ensure that goals, objectives and strategies pertaining to school facilities are met.

Understanding of departmental policies and procedures, including human resources, financial administration, FOIP, communications and legislative processes.

Education and Experience

- Related post-secondary degree in Business, Architecture or Engineering.
- Technologist diploma in architecture, planning, design, or construction management.
- 10 years of progressive related experience in the area of project management and contract management.
- Experience with administration of grant funded capital programs will be considered an asset.

Related education and experience may be considered.

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 type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Integrates broader context into planning: <ul style="list-style-type: none"> • Plans for how current situation is affected by broader trends • Integrates issues, political environment and risks when considering possible actions • Supports organization vision and goals through strategy • Addresses behaviours that challenge progress 	
Creative Problem Solving	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	Creates the environment for innovative problem solving: <ul style="list-style-type: none"> • Generates new ways of thinking; ensures right questions are being asked about a problem • Eliminates barriers to creativity and innovation • Encourages a culture of innovation 	
Agility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Proactively incorporates change into processes: <ul style="list-style-type: none"> • Creates opportunities for improvement • Is aware of and adapts to changing priorities 	

		<ul style="list-style-type: none"> • Remains objective under pressure and supports others to manage their emotions • Proactively explains impact of change on roles, and integrates change in existing work • Readily adapts plans and practices 	
Develop Networks	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Builds trust to fairly represent every party: <ul style="list-style-type: none"> • Uses network to identify opportunities • Establishes credibility and common purpose with a range of people • Actively represents needs and varying groups • Creates strategic impression by inspiring and connecting with values and beliefs 	
Build Collaborative Environments	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/>	Creates an open environment of communication: <ul style="list-style-type: none"> • Promotes sharing of expertise • Initiates strategic communication systems • Anticipates and addresses potential conflict areas • Inspires with a bold, complete and shared vision • Leads cross-functional collaboration 	