

TITLE: DIRECTOR, EXECUTIVE OPERATIONS
CLASSIFICATION: SENIOR MANAGER 2
ORGANIZATIONAL CONTEXT

The Director, Executive Operations reports to the Deputy Minister (DM) and is the main point of contact for the Deputy Minister's Office (DMO). The Director, Executive Operations 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 (CoS), 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, Executive Operations 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 Executive Operations positions with significant complexity and impact on outcomes. These positions have accountability for ministry-wide policy synchronization.

ROLE 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, Executive Operations 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, Executive Operations 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, Executive Operations 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, Executive Operations provides advice and counsel to

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executive team members and other senior department staff. The Director, Executive Operations is a key link between the MO and the ministry and works closely with the Minister's CoS in resolving issues raised by the MO.

The Director, Executive Operations manages the DMO including the Policy Integration/Policy Coordination, Issues Management, and Ministerial Correspondence units. The Director, Executive Operations, 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

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, Executive Operations creates opportunities to facilitate new and innovative solutions related to the ministry's mandate.
- At this level the Director, Executive Operations 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.

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- 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 Director, Executive Operations, 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

- 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 analysing 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.

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- 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, Executive Operations 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** – The Director, Executive Operations 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, Executive Operations 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, Executive Operations quickly establish credibility and initiates relationships with a broad range of people in unfamiliar environments, nurturing these relationships to build trust. The Director, Executive Operations 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, Executive Operations 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, Executive Operations must be able identify barriers to creativity and propose viable solutions.
- **Agility** – The Director, Executive Operations 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, Executive Operations 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, Executive Operations 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, Executive Operations 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.