

[Guide](#) [Benchmarks](#) [Competencies](#)

Ministry

[Infrastructure](#)

Describe: Basic Job Details

Position

Position Number

Working Title (30 characters)

[Project Manager](#)

Current Class

[Manager \(Zone 2\)](#)

Requested Class

[Manager \(Zone 2\)](#)

Job Focus

[Operations/Program](#)

Supervisory Level

[01 - Yes Supervisory](#)

Business Unit

Dept ID

Program Code

Employee

Employee Name (or Vacant)

[Vacant](#)

Organizational Structure

Division, Branch/Unit

[CPDD , MCP - Group B, Unit 43130008](#)

☐ Current organizational chart attached?

Supervisor's Position Number

Supervisor's Working Title (30 characters)

[Senior Project Manager](#)

Supervisor's Current Class

Design: Identify Job Duties and Value

Job Purpose and Organizational Context

Why the job exists:

The Project Manager directly manages the delivery of assigned capital projects or delivery of major maintenance, operations, and tenant improvement projects and consultant investigations in government owned and leased facilities. The Project Manager manages multi-discipline projects involving architectural, structural, mechanical and electrical disciplines, etc.

As the project team leader, the Project Manager defines project requirements with clients; coordinates the activities of all that support the project including in-house team members, private sector consultants, and contractors; and ensures that project scope, time, cost and quality objectives are met. The Project Manager ensures all phases of project activities comply with relevant Government legislation, policies, guidelines, standards and procedures. A key component of this position is working with stakeholders and industry to achieve results, requiring extensive professional knowledge of project management principles including knowledge of procurement, design, and construction disciplines.

Responsibilities

Job outcomes (4-6 core results), and for each outcome, 4-6 corresponding activities ([sample policy research job](#)):

1. Establish, manage and direct the project teams to successfully deliver assigned projects, which is achieved by:

- Managing the planning, execution, control and closure of assigned capital projects within approved scope, cost and schedule.
 - Identifying all necessary resources required for the project team which can include in-house resources, other Ministries, Boards, interest groups, technical expertise.
 - Defining design team (architect/engineers) and specialty consultant responsibilities, and preparing requests for proposals.
 - Assist in evaluating specialty/design team proposals.
 - Identifying, involving and collaborating with other stakeholders as required.
2. Project scope and parameters are established to meet client requirements within all applicable Ministry and Government standards and guidelines, which is achieved by:
- Initiating and directing the development of business case analysis and feasibility studies to evaluate alternative solutions, as required.
 - Initiating program and planning studies.
 - Initiating and directing the preparation of functional programs in consultation with stakeholders.
 - Collaborating and working closely with clients and stakeholders to accurately assess project and program delivery requirements and scope.
3. Project budgets are established and maintained, which is achieved by:
- Developing and evaluating alternative project solutions and related costs.
 - Managing project expenditures and budget management through all stages of project implementation to ensure maximum value within approved budget.
 - Responsible for cost control measures including performance measures and monitoring, variance tracking and forecasting.
4. Project schedules are appropriately established and maintained. This is achieved by:
- Collaborating with project team members to establish feasible milestone dates that incorporate critical events and the operational requirements of the clients.
 - Working with internal and/or external stakeholders to control design process and ensure progress along efficient timelines. Ensures design aligns with Ministry design principles.
 - Establishing the project critical path and ensuring consultants provide deliverables as scheduled.
 - Directing in-house resources activities to meet project deadlines including technical and cost management services.
5. Design, tender, construction and building commissioning processes for assigned projects are managed appropriately. This is achieved by:
- Directing consultants to ensure quality control of deliverables, such as building system start-up/ verification reports, design reports and contract documents, and to ensure completeness and compliance with ministry standards and guidelines, and code requirements including LEED (Leadership in Energy and Environmental Design).
 - Determining the need and scheduling reviews by in-house technical staff or external consultants.
 - Determining the appropriate project delivery and tender process and evaluating construction bids to determine award of construction contracts.
 - Monitoring the construction/turn-over/commissioning processes to ensure quality of construction, compliance with specifications and achievement of established milestones and overall schedule.
 - Working with the required stakeholders to manage expectations of clients and meet approval deadlines.
6. Senior ministry officials, Executive Directors, Directors and/or clients are supported in decision-making and achieving branch and department goals. This is achieved by:

- Maintaining current project scope, cost and schedule information and reporting status.
- Developing Ministerial briefings and correspondence on project-related issues.
- Responding promptly to project-related inquiries from senior management.

7. Administrative controls for projects are maintained and monitored. This is achieved by:

- Managing consultant and architect contracts and determining payment of associated invoices.
- Directing payment of general contractor progress claims.
- Managing and maintaining a change control process including timely review and approval of change orders within established contractual requirements and internal expenditure guidelines.

8. Ministry and cross-government initiatives are provided with input and active participation. This is achieved by:

- Participating on committees to improve internal procedures and automated systems.
- Representing the ministry on cross-government and external committees, promoting the ministry's interests and sharing information.

9. Risk is appropriately managed. This is achieved by:

- Implementing risk management control procedures.
- Determining which risks are likely to affect the project scope, cost and/or schedule and evaluating the likelihood of such risk against the financial impact.
- Developing mitigation strategies for any identified risks - avoidance, mitigation and/or acceptance.

10. Other duties as assigned.

Problem Solving

Typical problems solved:

The Project Manager plans and manages activities and resources to effectively deliver on multiple projects at one time within scope, schedule, and budget constraints and in compliance with relevant legislation, policies, standards, and guidelines. The Project Manager is required to ensure that facilities meet the needs of the program ministries in relation to the delivery of government programs. The work undertaken impacts not only the program ministries, but the users of the facilities that are built, including the general public, government employees and private sector tenants.

Project challenges are often unique and complex, requiring extensive planning and creative solutions. Projects assigned can be politically sensitive in nature and must be managed in a manner that ensures quality, cost-effectiveness and value for taxpayer investment. The Project Manager has access to assistance and direction from Senior Management within the branch and other senior ministry representatives when dealing with politically sensitive projects or issues with the potential for very significant impacts on clients, consultants, contractors and stakeholders. The Project Manager is expected to demonstrate a pro-active approach in alerting senior ministry representatives to potential issues and developing recommendations to meet the identified challenges. This position is relied on to maintain the ministry's credibility to clients industry and stakeholders, including the general public.

The incumbent must also keep abreast of new technologies in design, construction and operations in order to ensure that clients and stakeholders are provided with the best facility solution within the funding allocated to a project.

Types of guidance available for problem solving:

Internal

- Supervisor
- Executive Director or ADM
- Representatives from other branches, such as Technical Services Branch and Program Management
- Facilities Managers

• Administrative Staff

External

- Representatives from consulting and construction industry
- Senior officials and staff from other government ministries, agencies and boards
- Stakeholders, facility users and tenants
- Consultants
- Contractors
- Client Department Representative
- Owner's Representative in Leased Buildings

Direct or indirect impacts of decisions:

Project management services are provided for government departments, boards and agencies throughout Alberta, with project budgets ranging from \$5 million to over \$500 million depending on the nature of the project assigned. Project stakeholders can include the public, facility users and tenants, government employees, and private sector contractors, consultants and owners.

The Project Manager is relied on to manage the project delivery processes within relevant scope, time and budget constraints, leading project teams to fulfill client requirements while maximizing cost-effectiveness and efficiencies and ensuring compliance with applicable legislation, policies, standards, and guidelines.

Disruptions to building staff and users, health and safety issues, and environmental issues area minimized. The Project Manager is expected to provide coordination and implementation of contract documents for tendering to the public to ensure government buildings and Infrastructure are maintained in good working condition.

Key Relationships

Major stakeholders and purpose of interactions:

The Project Manager is required to organize, manage and monitor the activities of multi-functional teams made up of internal and external resources, including clients, consultants, contractors, and in-house technical resources. The Project Manager is accountable for all stages of the project delivery process, including determining project scope, schedule and budget; obtaining relevant approvals; managing and directing project design and construction implementation processes; and monitoring cash flows and financial reports.

Required Education, Experience and Technical Competencies

Education Level	Focus/Major	2nd Major/Minor if applicable	Designation
Diploma (2 year)	Engineering	Other	Project Mgmt

If other, specify:

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

- Knowledge of facility planning, design, construction and building commissioning processes and standards, and document requirements of the ministry.
- In depth knowledge of project management principles, techniques and methodologies are essential to manage all phases of a project from conception through design, tendering, award and construction.
- Knowledge of basic planning, design, construction and building commissioning theories, disciplines and process, such as those related to architecture and structural, mechanical and electrical engineering and contract law.
- Knowledge of applicable Legislation, Acts, and Regulation (e.g. Public Works Act, Occupational Health and Safety Act, Alberta Building Code, Contract Law).
- Commitment to continuous improvement, innovation and to maintaining current awareness of the design and construction industry.

- Provincial and national building standards and codes, construction industry and trades definitions, building systems and components/products and job-site safety regulations.
- Applicable government and ministry policies, functions, standards, procedures, and resources relating to the management of capital projects or accommodation projects.
- Government and Ministry business plan goals and cross-government priorities.
- Thorough understanding of decision-making processes used within the ministry and government.
- Demonstrated judgement, creativity, ingenuity, diplomacy and tact to determine and respond to politically sensitive issues.
- Strong analytical, problem solving and decision making skills.
- Demonstrated facilitation/negotiation skills to resolve issues relating to design proposals, payment progress claims, fee determination, and construction contract delays or extra cost claims.
- Excellent interpersonal and communication skills to build relationships and collaborate with clients.
- Ability to lead and manage all aspects of work performed by in-house technical teams, private sector consultants, and contractors. Proven ability to develop, mentor and manage project teams.
- Excellent consultation, negotiation and conflict management skills to deal effectively with complex and sensitive issues involving diverse stakeholders with potentially conflicting perspectives and requirements.
- Strong project planning, time management and organizational skills.
- Excellent writing skills required for generating reports and communications for internal and external stakeholders.
- Good computer/software skills and knowledge to carry out responsibilities, including, but not limited to, Microsoft Word, Microsoft Excel, Microsoft Project, ICAPS, RAP, BLIMS, VFA and other project management software.
- Planning and management principles and techniques, as well as the ability to administer control systems and manage contracts.

Education and Experience

- Required:
 - University graduation in a field related to the position assignment (e.g. Architecture or Engineering).
 - Four years of directly related experience.
 - Related experience or education (e.g. related diploma) may be considered as an equivalency on a one for one basis.
- Assets:
 - Construction Contract Administrator Certification or Project Management Certification.
 - Extensive project management experience with the planning, design, construction and commissioning of facilities.

Contract management experience, and considerable experience managing interdisciplinary teams and resources, and a diverse portfolio of building projects.

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	☐	☐	☒	☐	☐	Takes a long-term view towards organization's objectives and how to achieve them: • Takes holistic long-term view of challenges and opportunities	Develops process to better streamline effective project delivery. This can come in many forms to better suit the branch long term goals, this should involve working with other's to seek input.

		• 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	
Creative Problem Solving	○ ○ ● ○ ○	Engages the community and resources at hand to address issues: • 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	This role's client base are client ministries (Justice, PSES, Municipal Affairs, ALSS, etc) which requires engagement and addressing competing agendas. This includes the collaboration of a wide spectrum of user groups that requires engagement of outside consultants to arrive on solutions to achieve project delivery.
Drive for Results	○ ○ ● ○ ○	Takes and delegates responsibility for outcomes: • 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	Delegation of project activities is required for success on large scale projects that consume large amount of time for planning and execution.
Agility	○ ○ ● ○ ○	Identifies and manages required change and the associated risks: • 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	The ability to be flexible and adaptive to changes is a requirements when dealing with project specific design and construction. The client ministries Stakeholder group requires for decisions to be made timely and with a process to see threw execution within the project constraints.