

Update

Ministry
Environment and Protected Areas

Describe: Basic Job Details

Position

Position ID
Position Name (30 characters)
Director, Policy Coordination

Current Class
Senior Manager (Zone 2)

Job Focus
Supervisory Level
Pdcy 01 - Yes Supervisory

Agency (ministry) code
Cost Centre
Program Code: (enter if required)

Employee

Employee Name (or Vacant)
Vacant

Organizational Structure

Division, Branch/Unit
Policy, Policy and Climate Systems

Supervisor's Position ID
Supervisor's Position Name (30 characters)
Supervisor's Current Class
Executive Director, PCS
Executive Manager 1

Design: Identify Job Duties and Value

Changes Since Last Reviewed

Date yyyy-mm-dd
2024-05-17

Responsibilities Added:
Minor edits made to the job description to update to current processes and roles, including expanding on the responsibilities for enhancing policy capacity in the department.

Responsibilities Removed:
Removed the New West Partnership Agreement responsibilities.

Job Purpose and Organizational Context

Why the job exists:
The Director, Policy Coordination leads and manages a multi-disciplinary team of legislative, regulatory and policy specialists, and geographic science professionals. The Director has a critical role in leading policy coordination, and the development of integrated policy and planning options. A significant responsibility of the position is to shape and communicate the ministry's strategic policy direction and supporting informed decision making at senior leadership levels within the department, and at the Ministerial and cabinet levels. To achieve this, the team acts as internal

consultants to the department and within government, and provides analysis and advice to support integrated policy and planning. Areas of focus include the development of:

- policy analysis and options;
- new policy tools, and innovative approaches and frameworks to support integration in the areas of expertise;
- analytical products to support planning; and
- spatial analysis and mapping to support regional plan, policy initiatives and lead the Alberta Human Footprint Monitoring Program (AHFMP) on behalf of the department.

Visionary leadership, collaboration, and strong interpersonal skills are essential in this role. The Director must develop strong working relationships with a broad range of stakeholders at all levels and within all areas of the Ministry, cross-ministry (other departments, legal services, Executive Council's Policy Coordination Office, and Legislative Counsel Office) to meet the requirements of the position.

Responsibilities

1. The Director is responsible for enhancing policy capacity within the Ministry, supporting policy integration within the Ministry, and informed decision making at the senior leadership, Ministerial and cabinet levels.
 - Develop and maintain policy tools and supports for Ministry staff to ensure they are aware of regulation expiry dates, understand the regulatory review process, expectations and timelines required to complete a regulatory review.
 - Develop and maintain policy tools and supports for Ministry staff to ensure they are aware of the policy development process, understand the required analysis and considerations in developing policy proposal, including expectations and timelines required to complete a review and to support a culture of excellence in policy development and analysis.
 - Develop and deliver training sessions to educate department staff on policy development and the legislative process.
2. The Director is responsible for providing leadership in the development of a comprehensive policy agenda which is aligned with the Ministry's legislative and strategic plans and supporting Executive as packages are brought forward for cabinet committee (e.g., Alberta First Cabinet Policy Committee and Legislative Review Committee) consideration. This involves leading a team of policy and legislative experts to:
 - Develop and/or assist with the development of government decision documents (e.g., briefing notes, Cabinet Reports, ministerial orders, orders in council, etc.) for the Ministry. This requires:
 - developing policy analysis from multiple sources of information and perspectives - environmental, socio-economic, economic, stakeholder engagement, jurisdictional reviews, communications, legal, etc. - from within the Ministry and cross-ministry (e.g., Forestry and Parks, Treasury Board and Finance, Executive Council);
 - ability to critically evaluate the information and materials received to ensure policy analysis is complete, robust, balanced, and consistent with government direction; and
 - reviewing and supporting decision documents drafted in other areas of the department and providing advice to meet the quality expectations of Executive and the Policy Coordination Office.
 - Develop comprehensive, prioritized, and informed legislative and regulatory plans (with timelines ranging from weeks, to support scheduling of cabinet committee dates, to years capturing the review of all regulations and priority policy and planning initiatives within the portfolio).
 - Ensure Executive is provided with advice, information, and support needed to provide direction and make informed decisions related to the policy agenda through tracking and coordination activities. This includes identifying real or potential issues with decision packages, and bringing forward discussions and solutions to Executive.
3. Ensure specialized GIS analysis is provided to support departmental and GoA priorities with particular focus on policy and planning development and implementation of policies and plans. This involves leading a team of GIS specialists and policy analysts to:
 - Ensure the development and coordination of integrated spatial data and information solutions to support the development, evaluation, and reporting of policy initiatives and resource management and environmental issues.
 - Develop robust research, analyze information and provide advice to support the development of policies, evaluation of effectiveness of policies, development of tools and systems.
 - Lead work with internal and external groups to develop a systems approach to spatial data and information solutions.
 - Work collaboratively with department staff and cross-ministry partners to ensure processes for consistent and systematic approaches to GIS analysis are used.
 - Lead and coordinate the Alberta Human Footprint Monitoring Program, Recreational Opportunity Mapping tool

development, Wetland Policy, Alberta Wetland Rapid Evaluation Tool (ABWRET) development and GIS Training and Technical Support.

4. Provide effective leadership to the section. This involves:

- Providing leadership for a high-performing and motivated, multi-disciplinary team of professionals.
- Providing mentoring, advice and coaching to build staff capacity and support longer-term succession planning.
- Build collaborative relationships both internally and externally with key partners and stakeholders to support the section, branch, department and government objectives.
- Work with the Executive Director to refine the role and prioritize work for the section for the short- and long-term.
- Develop position descriptions and lead hiring/recruitment of positions for permanent and project positions.
- Coordinate and manage team work, included the procurement of contract services as required.
- Provide responsible fiscal oversight of section resources.
- Work with staff in developing and evaluating performance agreements and assist career development by identifying on-the-job learning and leadership opportunities, formal training opportunities, etc.

5. Support or lead other branch, division, department or Government of Alberta priorities, as required. This includes supporting other priorities requiring policy or leadership skills, as needed.

Problem Solving

Typical problems solved:

The Director will be called upon to use superior professional judgement as well as advanced analytical and problem solving skills to develop multiple processes, strategies, and approaches to policy and planning that reflect the GOA's outcomes.

Rational and respectful approaches must be developed and used in the development of legislative and regulatory plans; government decision documents; and business processes and products to support policy integration to achieve the government's social, economic and environmental outcomes. This work includes ensuring that policy analysis is fully considered in policies, plans, guidelines, and practices being developed by AEP and other departments.

The Director must have the ability to draw on and analyze information from a variety of sources and perspectives to formulate positions on behalf of the Ministry. This requires breadth of knowledge that goes beyond subject matter expertise in legislation, regulations, policy, socio-economics and health and considers other factors including government direction, the political environment, policy and regulatory approaches used in other jurisdictions, emerging trends and issues.

Key challenges that the Director will face include:

- The Ministry has a large and complex policy agenda. There is a need to move forward core business (ongoing regulatory reviews and managing expiry dates) with the priorities of the government and Minister in the context of limited cabinet agenda time. The Director provides on-going oversight and recommendations for "course corrections" to the policy agenda for the Assistant Deputy Minister's (Policy and Planning) and Deputy Minister's Office to ensure the business needs of the Ministry are met, critical policy pieces move forward to meet timelines, and regulations do not lapse inadvertently.
- Limited access to resources in a fiscally-constrained environment.
- Influencing and contributing to the development of plans and policies when socio-economic and environmental health considerations and approaches are not commonly considered and the value may not be well understood.
- Quickly identifying and addressing gaps in policy analysis needed to meet expectations for decision documents. Often this requires the support and resources of other program areas (e.g., finance, communications, socio-economic analysis, or other departments)

Types of guidance available for problem solving:

The Director will work with a variety of staff from across the department, including their supervisor, team, colleagues (within and outside the department), and Executive to understand, analyze, and propose creative but practical solutions to complex issues.

Direct or indirect impacts of decisions:

The Director influences the actions and decisions of the Minister, DM, and executive team in the provision of strategic advice and coordination. As a key spokesperson on the Ministry's overarching policy agenda,

the position must present the ministry's direction and position on issues to various stakeholders and speak to individual initiatives.

Key Relationships

Major stakeholders and purpose of interactions:

Section Staff: Lead development of Section vision, approach and strategies; provide guidance, direction, and advice; facilitate collaboration in relation to Section operations
Branch management team: Support develop Branch plan and strategies; provide advice, and recommendations; resolve issues and concerns; collaborate on initiatives and consolidation efforts
Project/Process-based representatives from throughout the Ministry: Lead section initiatives/processes, lead the coordination of department participation in initiatives as required, contribute to strategic planning (e.g., legislative and regulatory planning). Highlight potential policy implications of and integration gaps across, major initiatives.
Staff from the ADMO and DMO: Discuss timing and the ministry policy agenda
Senior Executive members, including Assistant Deputy Ministers, Deputy Minister, and Minister: Provide legislative, regulatory and policy related analysis, advice and options.
Directors and experts from other Ministries and Agencies (e.g., Executive Council, Forestry and Parks, etc.): Represent Ministry priorities at integrated planning processes, in cross-ministry work (i.e., government decision document development, etc.).

Required Education, Experience and Technical Competencies

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

If other, specify:

A post-secondary degree in natural science, business or social science.

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

- In-depth knowledge of the structure, operation and decision making processes in the department and government.
- Strong understanding of:
 - linkages between policy, planning, regulatory decision-making, monitoring, evaluation, reporting and policy evaluation;
 - environmental management roles, responsibilities, policies and programs in Alberta, other governments, industry and partners;
 - the political environment within which the Ministry operates; and
 - government business plan goals, policy directions, structure and affiliated organizations, particularly as they relate to the Ministry mandate.
- Knowledge of public administration practices.
- Knowledge in socio-economics and environmental health.
- Demonstrated experience in environmental management and risk management, in the context of achieving outcomes.
- Well developed expertise in policy development and Ministry and government decision processes.
- Familiarity with applicable policy, legislation and regulations, both provincial and federal, and other relevant government legislation (e.g., *Municipal Government Act*, *Alberta Public Agencies Governance Act*, *Health Act*).
- Knowledge of environmental regulatory and non-regulatory approaches, performance measurements and reporting, and systems evaluation related to environmental and human health protection, and an understanding of international, federal and provincial environmental activities.
- Understanding of governance, shared governance and the ability to apply shared responsibility approaches.

Organizational and Analytical Skills

- Strong organizational, time and project management skills to effectively balance multiple priorities and demands.
- Strategic thinking, the ability to anticipate potential issues and how they could impact the Ministry, government and stakeholders.
- Ability to analyze complex issues. This includes considering and synthesizing information from multiple sources and perspectives to develop options.
- Ability to analyze system issues and components to identify performance improvements.

Interpersonal and Leadership and Management Skills

- Excellent leadership and management ability. Extensive experience in leading and coordinating projects, complex

processes and working in teams.

- Ability to effectively represent the department's and/or government's position.
- Well-developed interpersonal and negotiation skills to establish and maintain strategic and effective relationships.
- Commitment to the development of staff and willingness to delegate complex tasks to staff and support them to enable the development of capacity in the team.
- Leadership, management and supervisory skills to analyze complex issues, identify options, make recommendations, set priorities and operationalize plans.
- Knowledge of planning and budgeting.
- Ability to develop capacity across AEP to develop and implement systems approaches.

Communication Skills

- Excellent written and oral communication skills - the ability to present significant amounts of complex information in a clear and concise format.
- Ability to effectively communicate and translate the bigger picture - roles, goals, policy, departmental, and government direction to staff and client areas
- Strong ability to communicate with specialists and non-specialists, and representatives from other jurisdictions.
- Excellent mediation, negotiation, facilitation and collaboration skills.
- Ability to develop partnerships, motivate staff, build consensus, and establish a common vision.
- Experience in multi-stakeholder engagement and consultation processes, and the ability to work with stakeholder groups to respond collectively to existing and emerging environmental issues.

Behavioral Competencies

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"/>	<p>Integrates broader context into planning:</p> <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 	<p>The Director 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.</p>
Drive for Results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<p>Works to remove barriers to outcomes, sticking to principles:</p> <ul style="list-style-type: none"> • Forecasts and proactively addresses project challenges • Removes barriers to collaboration and achievement of outcomes • Upholds principles and confronts problems directly • Considers complex factors and aligns 	<p>The Director provides strategic advice to the Minister, DM, Executive Team, and ministry staff and must forecast potential challenges with implementation and negotiates major issues in advance.</p>

		solutions with broader organization mission	
Build Collaborative Environments	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<p>Involves a wide group of stakeholders when working on outcomes:</p> <ul style="list-style-type: none"> • Involves stakeholders and shares resources • Positively resolves conflict through coaching and facilitated discussion • Uses enthusiasm to motivate and guide others • Acknowledges and works with diverse perspectives for achieving outcomes 	Builds consultative and collaborative working relationships and partnerships in the ministry and across government to develop and advance coordinated policy options. The Director 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	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<p>Encourages development and integration of emerging methods:</p> <ul style="list-style-type: none"> • Shapes group learning for team development • Employs emerging methods towards goals • Creates a shared learning environment • Works with individuals to develop personal development plans 	The Director 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.
Agility	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<p>Proactively incorporates change into processes:</p> <ul style="list-style-type: none"> • Creates opportunities for improvement • Is aware of and adapts to changing priorities • 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 	The Director 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 must be able to anticipate, evaluate and proactively address organizational barriers to agility