

Working Title Contaminated Sites Manager – South/North (Note: Same Job Description for both Managers)	Name
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Position Number	Reports to Position No., Class & Level Director, Contaminated Sites and Remediation (SM2)	Division, Branch/Unit Regulatory Assurance Division, Regulatory Programs Branch, Contaminated Sites and Remediation Section	Ministry Environment and Parks
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Present Class	Requested Class SM1	Levels to Deputy Minister (Not including incumbent level) 4
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Dept ID	Program Code	Project Code (if applicable)
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POSITION SUMMARY:

Position Summary
Reporting to the Director – Contaminated Sites and Remediation within the Regulatory Programs Branch, the Contaminated Sites Manager manages a team of approximately 8 employees in multi-disciplinary professionals in the development and implementation of a province-wide Contaminated Sites and Remediation program for Alberta Environment and Protected Areas (EPA). This position leads the implementation of operational standards and exercises delegated statutory decision-making under the *Environmental Protection and Enhancement Act* (EPEA) to provide regulatory oversight of the long-term management of unauthorized releases in soil and groundwater (i.e., contaminated sites) and support regulatory and compliance programs. The manager ensures operational implementation of operational guidelines, standards, and standard operating procedures for section staff with regards to the unapproved contaminated sites program and support to the approvals and compliance programs in the Regulatory Assurance Division (RAD). The Manager carries delegated decision making authority for activities under the *Environmental Protection and Enhancement Act* (EPEA) and the accompanying regulations and policies within their scope. The manager provides statutory decision-making to support for management of unapproved contaminated sites, ensuring fair and reasonable approaches to ensure appropriate site management and remedial outcomes are met. Key legislation includes the *Environmental Protection and Enhancement Act* (EPEA), Remediation Certificate Regulation, and *Municipal Government Act* (brownfield sites).

POSITION SUMMARY:

The manager oversees a team of staff dedicated to EPA's contaminated sites program management. Responsibilities include the timely management and regulatory review of stakeholder submissions for contaminated sites. Primarily work in this unit is to advance site management toward acceptable remedial outcomes and require innovative thinking and logical problem-solving, ensuring human health and the environment are protected. Decisions and actions will be outcomes-based, with the intent of achieving acceptable management and remedial actions at all contaminated sites in the province over time, which includes either remediation or appropriate risk management. Management of a database is essential to track and ensure timelines are met, with follow-up required for those submissions that did not meet timelines, primarily with respect to remedial action plans required under the Remediation Regulation, or requests for further information from this unit. This follow up is required to ensure that the onus of liability remains with the persons responsible for the release. The manager may also lead projects to backlog reduction and provide recommendations to support management of government owned liability sites. Use of template letters, development of risk management frameworks, and streamline procedures enables EPA to meet its current mandate to "protect and enhance Alberta's natural environment through responsible and innovative resource management and conservation", as well as the policy outcomes of environmental protection, health protection and productive land use.

The manager is also responsible for supporting the Approvals and Compliance programs in RAD. Support will be given where advice is needed to manage releases to soil and groundwater to ensure appropriate management towards remedial end points for these releases. Approvals may need advice on the appropriateness of soil and groundwater management plans at sites with EPEA approvals, as well as whether the results under those plans are acceptable. The position also provides recommendations for management and remediation of soil and groundwater impacts during decommissioning and provides recommendations to support issuance of reclamation certificates and discharging of EPEA approvals. Compliance may need advice on spill responses or other incidents where they need subject matter expertise to evaluate impacts to soil and groundwater. This may result in the file becoming a long-term contaminated site file under the Contaminated Sites and Remediation (CSR) program. The manager provides input on release management on public lands and supports land transfer reviews. The manager is expected to work with RAD and public lands managers to balance workloads and address priorities if too many requests are required at one time. The manager also works with the RAD and public lands managers to build workflows and procedures to streamline the referral requirements to support these programs.

The manager works closely with the CSR Program management team to determine capacities and priorities for file management. Where capacities are exceeded, solutions will need to be determined on how to continue to provide service to all programs. Regular communication with related programs is essential in forecasting and pro-actively addressing potential workload issues.

Education and outreach are key components of interactions to ensure expectations are well understood by proponents who have a significant role in delivery of the program. Strong connections to municipalities are critical, as well as with Lands Policy, Water Policy and other program areas who set policy direction for contaminated sites. The position draws upon the programs' expertise and provides standards, technical and educational material and subject matter expertise. The position leverages information communication technology, encourages, and influences environmental excellence amongst those responsible for addressing contaminated sites.

The position is responsible for implementing EPA plans at the operational / working level, and carries a strong connection to Policy Division, Resource Stewardship Division and Lands Division.

This position is responsible for working within the Regulatory Assurance Framework, ensuring outcome-based approaches are taken within the program, as well as leading process improvements in preparation for integration with new information technology solutions.

SPECIFIC ACCOUNTABILITIES:

1. Implement the contaminated sites and remediation management system to meet legislative, regulatory and policy outcomes, as well as department, division and regional business plan objectives and strategies, while ensuring effective management and consistency in program delivery regarding contaminated sites and remediation. The system will ensure that EPA can demonstrate clarity and transparency to Albertans that threats to the environment and human

SPECIFIC ACCOUNTABILITIES:

health are being managed and minimized. Key activities involve:

- Implementation of operational standards and guidelines for implementation of EPEA, Remediation Regulation, and contaminated sites/ remediation policy outcomes and requirements.
 - Implementation of a program evaluation approach which includes determining Key Performance Measures – outcomes-based, activity-based – and reporting on progress.
 - Implementation of operations with key components identified in a determined quality management system for contaminated sites, including overall objectives, annual targets, guiding policies, training requirements, and a corrective action/ continuous improvement process.
 - Implementation of unit project plan supporting the management system development.
 - Ensure the operation of full life-cycle consideration of file, including execution, monitoring and project closure.
 - Support change management and communications to ensure internal awareness and manage resistance.
 - Collaboration with Land Policy in Lands Division, as well as Water Policy and Waste Policy in the Policy Division on policy needs and policy execution approaches.
 - Collaboration with the CSR management team to ensure consistent application of the contaminated sites program.
2. Implementing the delivery of the provincial CSR program initiatives at an operational level for contaminated sites. This is a complex program that spans the breath of release life-cycles from initial response to closure. Issues may not be addressed by policy, or may have complex issues that require cumulative assessment to ensure outcomes are achieved. A wide variety of types of contamination and economic site pressures will exist on the files. Delivery will be achieved by:
- Management of contaminated sites regulated by EPA, and assessment of the progress of management at sites based on established performance measures and risk assessment criteria;
 - Overseeing data management and reporting on status of EPA managed contaminated sites;
 - Ensuring, for complex files, actions continue by responsible parties towards appropriate remedial outcomes;
 - Working with the program unit, determine capacity to review complex files and prioritize reviews.
 - Ensuring non-cooperative responsible parties, or sites with significant potential for harm are referred to regional compliance for further actions. Attempts should be made within the program to find a suitable solution before referral to compliance is undertaken;
 - Informing a strategic framework for determining if program goals are being met;
 - Support in development and management of issues briefings and background material on issues to ensure the management team and executive are aware of sensitive/important contaminated site files;
 - Implementation of an overall program risk process that is aligned with the departments Common Risk Management Principles to ensure consistency and prioritization of resources.
 - Implementation of risk assessments and prioritization of files.
 - Implementing a risk based, best fit approach for complex files, major file holders and in collaboration with the Program Coordination Unit, finalize an approach to manage sites where work is required but the responsible party can not afford it.
 - Ensure standardized evaluations, responses and processes are utilized to provide consistency in program delivery and realize efficiency in staff review.
 - Ensure integration of contaminated sites management with remediation certificate review requirements to provide clarity and timeliness in response to stakeholders and consistency in decision-making.
 - Guiding efforts to reduce backlog and proactive engagement with stakeholders where release status is unknown.
 - Leading management responses on government owned liability sites and releases impacting public lands.
3. Implementing a framework for expert advice and assistance to be provided to EPA regulatory and policy staff, as well leading collaboration internally and externally to achieve program objectives. Tasks may include:

SPECIFIC ACCOUNTABILITIES:

- Ensuring the provision of strong technical and scientific expert advice and assistance to regional RAD or Lands Division staff in approvals and compliance on environmental approvals and compliance/regulatory assessment activities.
 - Providing process management frameworks for the triage and management of reported spills to regional compliance staff;
 - Providing subject matter advice on complex investigations of substance releases creating a contaminated site where exposure may exist from soil, groundwater and soil vapour.
 - Providing guidance and consistent expectations for the implementation of soil and groundwater management programs within EPEA approvals where contamination has been identified.
 - Engaging with Policy units on the development of new policies and regulations to ensure the operational needs are addressed and processes are in place to ensure the operationalization of new policy changes;
 - Collaboration with other ministries in particular with Alberta Health and Transportation and Economic Corridors;
 - Communication on new regulatory expectations on operational processes for the management of contaminated sites by owners;
 - Engagement with consultants to establish expectations for consistent submission to enable efficient and effective reviews and decisions;
 - Leverages information communication technology, encourages, and influences environmental excellence amongst those responsible for addressing contaminated sites;
 - Assist with change management implementation of updated data collection requirements based on future technology implementations.
4. Support the CSR program Director on leadership needs within the unit and for the branch - foster an atmosphere of creativity, innovation, professionalism and integrity among staff to ensure excellence in service delivery. This will be achieved by:
- Acting as Director as requested
 - Participate on cross-department or cross-ministry committees as required.
 - Involvement in a "Community of Practice" to share best practices, ask questions of colleagues, and provide support;
 - Developing and maintaining training requirements for staff;
 - Ensuring that the work place is a safe environment and staff has the necessary support and technical equipment to perform their duties;
 - Providing leadership, coaching and mentoring to multi-disciplinary teams

KNOWLEDGE/EXPERIENCE:

The position requires a post-secondary education in resource management, environmental sciences, environmental/natural resource law, or related field, and several years of directly related experience, at a senior management level. To be effective and ensure legislative requirements and ministry goals are met, this senior level position requires advanced leadership, communications, problem solving and decision-making skills.

The following extensive/expert knowledge is required for the manager to provide leadership, advice and direction to effectively manage the integration of work, to coordinate and consult across the division, department, other ministries, other levels of government, regulatory agencies and the public:

- Environment and Protected Areas business plan goals, strategic priorities, issues, provincial and regional

KNOWLEDGE/EXPERIENCE:

programs and resources regulatory frameworks (specifically in approvals, environmental assessments, program assurance, key policies, plans, and regulatory compliance approaches).

- Risk management principles, primarily in terms of applications to environmental and human health risks.
- The role of the ministry, department and divisions in relation to the delivery of regulatory responsibilities including the establishment of cumulative effects outcomes; regional, sub-regional planning; regional management frameworks, approvals and compliance including education, inspections, investigations and enforcement.
- Applicable legislation, regulations, ministerial orders and guidelines (i.e. *Environmental Protection and Enhancement Act* and Remediation Regulation; awareness of *Water Act*, and *Public Lands Act* is beneficial).
- Thorough knowledge of key Government of Alberta strategies, as well as effective communication to deliver on the specialized programs.
- Good understanding of applicable legal principles.
- Strategic thinking, planning and visioning, and the ability to translate strategy into business and operational plans.
- Expertise in process and procedures development, accountability frameworks and understanding of corporate and administrative operations.
- Issues management, risk management and change management principles, methodologies and processes.
- Ability to develop strong interpersonal relationships at all levels in internal and external organizations.
- Ability to lead, coach and mentor engineering and science professionals.

Skills and ability requirements:

- Leadership abilities to organize, select, mentor, motivate and manage the performance of a range of managerial, professional, technical and administrative staff.
- Strong decision making skills and the ability to be proactive and be willing to take calculated risks.
- Ability to assess the political implications and sensitivities of issues and opportunities.
- Strong issues and project management skills to handle multiple priorities.
- Ability to facilitate and promote collaborative and integrated initiatives.
- Effective communication, conflict resolution and facilitation skills.
- Ability to work cooperatively and productively with others to achieve agreed upon goals.
- Advanced problem solving, organizational and resource management skills in working with management and stakeholders.

LEADERSHIP AND BUSINESS KNOW-HOW:

The manager has specialist expertise and takes a leadership role in the CSR section, delivering practices and programs with the outcome of an effective and efficient service delivery to Albertans. The position provides a provincial decision making authority, has province-wide programs, and constantly needs to collaborate and build relationship and coordination with branches, units and within other divisions and Government of Alberta departments. The position provides the manager with operational and strategic advice to support planning and decision making related to legislation, regulations and policies associate with complex and integrated environmental management systems.

The manager leads a diverse and multi-disciplinary profession and technical section of approximately 8 employees. The manager must set a vision and specific goals, under the guidance of the Director, gain commitment and work collaboratively to achieve results. New solutions will be required from the manager to engage in collaborative and integrated activities. The position requires well developed and demonstrated leadership attributes that include:

LEADERSHIP AND BUSINESS KNOW-HOW:

- Teamwork - work with groups representing all divisions within the department to develop strategies and delivery outcomes.
- Strategic Thinking – the ability to assess complex situations, provide advice to staff and management teams, and make decisions. This includes the ability to lead in the development and implementation of an Unit Operational Plan that is consistent and supportive of the departments Business and Corporate Operational Plan, the Division Operational Plan, and the Branch Operational Plan.
- Relationship Building - build and sustain relationships with colleagues, staff and stakeholders based on the Alberta Public Service values of respect, accountability, integrity and excellence. The ability to develop and maintain effective partnerships and ongoing consultative relationships to achieve delivery and outcome focused goals.
- Leadership - demonstrate the Alberta Public Service leadership program practices of modeling the way, inspiring a vision, challenging the process, enabling others to act and encouraging the heart. Also, the ability and skills to support succession planning and to seek opportunities to identify and develop future leaders within the organization. Influencing those who do not directly report to the Director to ensure provincial program consistency is a critical skill for the incumbent.
- Innovation - create a climate that encourages informed risk, innovation, receptivity to change, learning from experience and learning from mistakes.

PROBLEM SOLVING:

Challenges faced by this position require above average analysis, reasoning, evaluation, judgment and problem solving skills. Situations vary and require creative approaches to problems and challenges. Many decisions are high risk / high consequence economically, socially and politically. The position must consider issues that cross the division, ministry and Government of Alberta which are considerably complex given the magnitude of environmental issues. The position must consult, negotiate and resolve conflict with stakeholders, clients, government, and department staff with varying perspective, expectations, requirements and priorities.

Examples of difficult or challenging situations faced by the position include:

- Developing integrated and coordinated approaches between differing workloads and external demands on resources, developing strategies for working collaboratively, to minimize duplication and eliminate overlap.
- Ensuring consistent application of legislation, regulations, policies, procedures and codes within the section and with regional staff.
- Determining effective methods to achieve remediation or risk management objectives are utilized for individual contaminated sites and across the program.
- Communicating the mandate, roles and responsibilities of the environment management programs the section delivers to staff, clients and stakeholders.
- Identifying, assessing and influencing opportunities to re-engineer department, division, branch and section business processes; transform program delivery; capitalize on new technologies; and create efficiencies as well as managing and supporting the implementation of improvement processes.
- Developing strategies, policies, approaches and programs that improve public confidence in provincial oversight of contaminated sites management.
- Developing and implementing financial and workforce strategies to fulfill section requirements within the constraints of limited resources.
- Providing direction and leadership to continue the development of standards and guidelines.
- Maintaining ministry credibility in providing assurances to Albertans that the contaminated sites program is consistent, fair and conducted under legislative authority.

PROBLEM SOLVING:**RELATIONSHIPS/CONTACTS:**

Clients	Frequency	Nature and Purpose of Contact
Internal <ul style="list-style-type: none">• Director, Contaminated Sites and Remediation• Contaminated Sites Program Manager• Approvals and Compliance Managers• Other divisions, regions and branches• Senior Ministry and Government of Alberta officials, including the Minister, Deputy Minister, and MLAs• Other Departments: (Energy, Agriculture & Forestry, Infrastructure, Transportation, and Municipal Affairs);• Other Agencies and Boards (AER, AUC, NRCB, EAB, PLAB, air shed zones, WPACs);	<p>At least weekly</p> <p>At least weekly</p> <p>Regular and ongoing</p> <p>As required</p> <p>Regular and ongoing</p> <p>As required</p>	<p>Discussions to obtain guidance, education, direction, and advice; and facilitate collaboration in relation to branch goals.</p> <p>To meet the needs of keeping informed of progress and issues, integrating program delivery and decision making or for the purpose of providing direction.</p> <p>Develop business, operational plans and strategies; provide advice, consultation, and recommendations; resolve issues and concerns; exchange information; and collaborate on initiatives with governance teams.</p> <p>Provide advice and information relating to operational issues and decision-making relating to environmental management operations.</p>
External <p>Senior officials and representatives of:</p> <ul style="list-style-type: none">• Other ministries and boards• Various cross-ministry councils and stakeholder committees• Federal government departments and municipal, provincial, and territorial governments• Stakeholder organizations and associations (i.e. local health zones and authorities; First Nations organizations; non-government organizations (NGOs); industry associations, air sheds and WPACs• The public	<p>Regular and as required</p>	<p>Represent ministry priorities and positions within the region; identify and resolve complex issues, including facilitating decision-making and problem-solving and negotiating solutions; exchange information; identify opportunities for collaboration; communicate key policy and legislative initiatives; encourage innovation; develop strategic partnerships and working relationships; provide leadership to stakeholder committees; make presentations to public, professional industrial, and other associations; exchange best practices, benchmarks, and solutions relating to environmental management programs, particularly within a regional context.</p>

IMPACT AND MAGNITUDE OF JOB (SCOPE):

The position is accountable for delivering a contaminated sites program for their region of accountability (North or South) that addresses the complex contaminated sites within the province where economic costs need to be incurred by responsible parties to comply with legislation. The position is also accountable for supporting and ensuring the appropriate subject matter advice is provided to the approvals and compliance programs in the department. The program feeds upwards from an individual decision, cumulatively into a regional, departmental and government level applying the regulatory assurance framework approach.

IMPACT AND MAGNITUDE OF JOB (SCOPE):

This position has direct accountability for final decisions on regulatory matters made by the position (statutory decision maker). This position makes commitments that bind industry and the department.

The position influences the application of polluter pays principles to ensure responsible parties pay for clean up costs, and cumulative effects management systems throughout the province through the management of remedial actions at contaminated sites. The position:

- Provides statutory decision making for contaminated sites risk management plans and remedial actions plans under the Remediation Regulation.
- Provides regulatory assurance that responsibly parties are taking legislated actions to return land to useable conditions.
- Manages a large and diverse clientele.
- Is aware that users and environments may be impacted by decisions granted by the department.
- Has the ability to modify or deny approaches proposed by proponents, which could have significant financial impact on that industry

CHANGES SINCE LAST REVIEW:

No changes