

## MANAGEMENT JOB DESCRIPTION

### Management Job Evaluation Plan

Working Title		Name	
Project Director, iGaming			
Position Number	Reports to Position No., Class & Level	Division, Branch/Unit	Ministry
			SARTR
Present Classification		Requested Classification	
Dept. ID	Program Code	Project Code (if applicable)	

**POSITION SUMMARY:** Briefly describe the main purpose of the position, and why it exists for the most part (See PP [Slides 28-32](#)).

The Project Director will develop and oversee the implementation of key project deliverables related to the Minister of SARTR's mandate to work with Indigenous partners, to finish developing and implementing Alberta's online gaming strategy with a focus on responsible gaming and provincial and Indigenous revenue generation. Accordingly, this position will provide the incumbent with an opportunity to play a large leadership role in the development and implementation of high-profile public policy, with a wide range of implications for Albertans, business stakeholders, First Nation Partners, and government, including significant impacts on government revenue. Leading this cross-ministry project will increase the incumbent's exposure to the work completed in multiple ministries, and enable the incumbent to develop relationships across government in a short period of time. The position may also present an opportunity to oversee procurement and contract management for a number of third-party providers, working closely with other government Ministries and arms-length agencies, to ensure project requirements are fully understood and achieved on-time. The Project Director will play an integral role in aligning industry objectives with government priorities, relevant legislative and regulatory frameworks, and must ensure that all applicable policy objectives related to the project are implemented. This complex file will impact multiple ministries, stakeholders, and Albertans, with broad and lasting social and economic outcomes.

Reporting to the Executive Director, the Project Director will establish an overarching project plan and provide leadership and day-to-day management of assigned strategic initiatives and projects. The Project Director will work with individuals across government, as well as external consultants, and is responsible for implementing key project milestones in support of operationalizing Alberta's iGaming strategy, including those related to standing up a new corporate enterprise. This project is complex in magnitude and is significant to the mandate, mission, goals and objectives of the Ministry. Work will include, but is not limited to, the creation and completion of project proposals and action plans, ensuring deliverables are met by the cross-ministry and agency partners, drafting Requests for Proposals for external consultant teams, as required, and managing risks and finding solutions to problems, often where no obvious approach exists.

The position interacts and consults with business clients, internal and external resources, the department's management structure, and other stakeholders, as required. The position will be responsible provide regular project updates to the Deputy Minister and Minister, as required. The position will provide leadership on the project to cross-ministry professionals, as well as various contractors, to meet the initiative/project goals and objectives. Co-ordination of results will be required.

The position is also responsible to ensure that key project objects, targets, and milestones are met on time, and that project outcomes are evidence-based, thorough, and support broader government priorities.

**SPECIFIC ACCOUNTABILITIES:** List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described (See PP [Slides 20-27](#)).

1. *Develops a project management plan related to specific program area needs.*
  - Develop and oversee the implementation of a Project Management Plan for emerging program area needs, with support from the Executive Director and Executive Team:
    - Identifying plan scope including timeline, schedule, and milestones
    - Identifying direct and indirect cost to the ministry, and new corporate enterprise
    - Process improvement plan – review and evaluation of related internal policies and processes affected by the expansion of online gaming
    - Communication strategy/plan
    - Issues management/risk management
    - Document management
    - Deliverables and outcomes
2. *Attending internal committees to provide advice, information, and consultation on the project and plans, attending external committees to represent the interest, perspectives, and priorities of SARTR.*
  - Ensure project interests are clearly and effectively represented at all project meetings.
  - Employ a collaborative approach to cross-ministry and external meetings, ensuring all perspectives are heard and considered.
  - Effectively manage stakeholders, to ensure clear and effective information is gathered and disseminated, as needed, to support project outcomes.
  - Contribute business and technical knowledge and consultation to other project managers and users on technical aspects related to their projects/assignments.
  - Maintain awareness of cross-GOA initiatives to inform the strategic direction of SARTR projects and initiatives.
3. *Lead and direct projects to ensure they are managed in accordance with proven project management practices and conform to departmental and governmental policies and standards to deliver strategic business outcomes:*
  - Provide leadership and co-ordination of all assigned projects.
  - Accountable for the development of all planning and project documentation relating to projects and assignments—some examples include Requests for Proposals, Project Plans, Terms of Reference, Work Schedules, Implementation Plans.
  - Lead and facilitate discussions to develop goals, objectives and outcomes of projects and initiatives.
  - Create and deliver formal and informal verbal and written communications and presentations, as required.
  - Create and define projects and other assignments from minimal information and direction, identifying possible problems and providing appropriate analyses that lead to recommendations for resolution.
  - Engage industry leading project management principles that include planning, organizing, resourcing, directing, co-ordinating, controlling, measuring, reporting and evaluating.
  - Manage project scope and ensure that activities are completed within scope and on schedule.
  - Employ a consultative approach with program areas and other internal and external stakeholders to produce comprehensive planning and project documentation relating to projects and assignments.
  - Lead a team of business and professional staff that may be assigned (with no direct reporting relationship) to projects and initiatives.
  - Draft Requests for Proposals for external consultant work, and oversee resulting contracts to ensure deliverables are sound, evidence-based, and met on-time, as required;
  - Assist colleagues, as required, in all stages of the project management process.

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4. *Provide support to the Branch, to help bridge project outcomes with potential briefing materials and the development of key materials in support of project objectives (e.g., drafting governance documents, appointment packages, etc.), as needed.*
  - Work with cross-Ministry and other partners to ensure appropriate governance documents are effectively drafted, reviewed, and receive necessary approvals.
  - Work with cross-Ministry and other partners to ensure foundational requirements for the corporation (e.g., insurance, banking, employment agreements, pensions, etc.) are aligned with GoA requirements, are appropriately drafted, and receive necessary approvals and filing.
  - Lead the development of responses to ad hoc requests related to the operational elements of the project from the Minister, Deputy, members of Executive Management, etc., including providing formal project updates, as required.

**KNOWLEDGE/EXPERIENCE:** Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position (See PP [Slides 33-37](#)).

#### Technical Skills:

- Experience in public sector project management and planning;
- In-depth knowledge of project management, performance measurement and accountability frameworks;
- In-depth knowledge of public agency governance best practices and the appointment process;
- In-depth knowledge of branch, divisional, departmental, as well as GoA goals and policies, mission, vision, etc.;
- Working knowledge of the decision-making process of Economic Diversification Policy Committees, Treasury Board and Cabinet—to facilitate the preparation of requests relating to assigned projects and initiatives;
- In-depth knowledge of, and experience with, project and operational planning, process mapping, organizational analysis, risk/issue management, and stakeholder management;
- Knowledge of digital platform standards and processes would be considered an asset;
- Knowledge of the gambling sector would be considered an asset.

#### Leadership & Management Skills:

- Experience leading complex RFPs/external contracts;
- Demonstrated leadership skills to vision, plan, lead and facilitate cross-divisional and cross-ministry business teams, especially outside of a direct supervisory relationship;
- Strategic, critical, and analytical thinking skills, including ability to function at the strategic level while simultaneously leading and directing staff, clients, stakeholders and contractors involved with complex and diverse initiatives and projects.
- Highly effective judgement, collaboration, mediation, training/teaching, leadership and organizational skills;
- Highly developed political acumen to be able to navigate politically-sensitive issues;
- Well-developed and experienced in analytical, written/verbal communication, public speaking/presentation, planning, research, skills;
- Highly developed problem-solving skills, along with the exercising of good judgment and discretion to assist in resolving problems as they occur and to make timely decisions leading to successful completion of assignments;
- Excellent leadership and supervisory skills relating to managing a diverse set of individuals. The management of these teams does not generally involve direct reporting relationships, so strong negotiation, team building and people skills are required, including a commitment to positive human resource management (i.e. coaching; staff development and recognition, promoting a positive, healthy and psychologically safe working environment);
- Extensive planning and organizational skills in designing, scheduling and monitoring concurrent assignments, which may involve multiple clients and diverse requests for services;
- Advanced research skills, as well as detailed knowledge of best practices, established methodologies and techniques for complex project management;
- In-depth understanding of the project management process – integration, scope, time, cost, quality, human



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- Creativity and originality to provide functional analysis and solutions to business requirements and problems;
- Commitment to continuous improvement and innovation;
- Ability to adapt to changing direction is essential; and
- Self-motivating and self-directing, a positive approach to the job and a willingness to guide and develop others (formally and informally) is critical.
- Human resource, financial and contract management skills;
- Innovation and resourcefulness for the design of new processes and methodologies and for planning digital platform-based data management technologies would be considered an asset;
- Familiarity with industry trends in technology and ability to apply them where appropriate. Knowledge about information technology and the systems development lifecycle would be considered an asset;

#### **People Skills:**

- High level of empathy and professional demeanour for dealing with senior and executive management and external stakeholders; skill in one-on-one meetings and the ability to prepare and deliver group presentations;
- Respectful to all people and groups.
- Understanding of others and the complex business requirements of the ministry and our partnering agencies;
- Promotion of ideas so they are understandable to a variety of audiences;
- Negotiation with departmental managers and executives, departmental stakeholders and agency partners, and the vendor community to accept solutions that are affordable and feasible;
- Team building skills are essential, as well as a demonstration of the four core values of the GoA: Respect, Accountability, Integrity and Excellence;
- General management skills of planning, organizing, controlling and effectively using talents of each individual assigned to project tasks; and
- Motivation of a large diverse group of people within and without the ministry to accept and commit to strategic plans and project work plans.

#### **Education:**

- A university degree in a relevant area of expertise (i.e., business, public administration, etc.), plus a minimum of seven years related experience.
- Equivalencies may be considered on a case-by-case basis, where a potential incumbent demonstrates a successful track record with a combination of education and directly related experience in managing projects.
- A Project Management Professional (PMP) designation is preferred.
- A Master's degree in a related field will be considered an asset.

#### **Training/Experience:**

- Minimum seven years of progressively responsible experience in complex project management;
- Extensive experience in project management—planning and delivery;
- Experience working within complex, multi-layered projects that utilize and rely on legislative and regulatory frameworks, data sharing and management platforms, and legal agreements; and
- Management experience in a diverse and complex environment with professional staff.

**LEADERSHIP AND BUSINESS KNOW-HOW:** Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples (See PP [Slides 38-40](#)).

#### **Leadership:**

- Proven leadership ability with project management skills and the ability to manage multiple complex issues while delivering results;
- Proven ability to complete in-depth analysis of complex and wide-ranging issues;

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- Proven ability to use innovative approaches and find creative solutions to issues;
- Sound human relations skills to manage and lead people and teams; and
- Proven interpersonal skill sets.
- Emotional and social intelligence
- Negotiation skills.
- Conflict Resolution
- Mediation
- Crucial Conversations
- Performance Management

**Business Know-How:**

- Knowledge of project and related planning processes;
- Knowledge of the GoA's public agency governance process;
- Knowledge of the GoA's procurement and contract management process;
- Knowledge of legislation and policies that impact the ministry's businesses; and
- Knowledge of the ministry's needs, our environment and issues, as well as the business and issues being experienced in order to achieve the ministry's (as well as related GoA) goals and objectives; and
- Project and strategic planning theories and concepts and best practices, including risk management, organizational performance, and performance measurement.

**PROBLEM SOLVING:** Describe difficult or challenging situations the position is typically expected to solve and the assistance available (See PP [Slides 41-43](#)).

Assistance and direction is provided by the Executive Director to discuss and rationalize the approach and issues relating to the services being delivered by the incumbent.

The Project Director is required to demonstrate a high level of analytical and creative thinking—understanding the project management and planning requirements of the branch and supporting the development of effective processes. New initiatives/projects have minimal written policies and established practices. The Project Director must demonstrate excellent judgement and diplomacy given the complex interaction of multiple partners and stakeholders.

- Business Analysis: Ongoing services are provided to ensure that professionally researched and developed responses are prepared, as required. This requires excellence in judgment related to issue analysis and problem solving, including creative approaches to determining options for resolution. Working with business and industry experts to search out appropriate/applicable information pertaining to the particular situation, the incumbent will lead the process of completing each assignment in the most efficient and effective manner, given short-timeline requests that are of high priority and potentially highly confidential nature. This requires highly effective skills in resource balancing, task sequencing and priority setting.

Examples of areas where originality is expected include:

- Coordinated Work plans for Complex Projects: The incumbent is responsible for developing coordinated work plans that integrate system initiatives with other related project activities such as legislative or regulatory changes, negotiations with partners and stakeholders, communication plans, etc.
- Negotiated Partnerships with Stakeholders: A major challenge for the department will be to establish strategic alliances with various partnering and stakeholder groups (i.e., other ministries and departments, agencies, and external consulting firms) in order to establish and navigate potentially new issues with high political sensitivity. The incumbent will be a major participant in developing and establishing such strategic alliances.
- Policy Analysis: The Project Director will be required to work with internal and external stakeholders and consultants to ensure project outcomes support sound, evidence-based policy solutions that comply with relevant federal legislation.
- Innovative Applications of Technology: The incumbent will have a high level of understanding of the business applications of emerging technology, and will apply this understanding to assess the benefits, costs and risks to the business challenges of the ministry.

**RELATIONSHIPS/CONTACTS:** Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken) (See PP [Slides 44-46](#)).

Clients	Frequency	Nature and Purpose of Contact
<b>INTERNAL</b>		
Executive Director, iGaming Policy and Strategy	Weekly (as required)	Provide succinct weekly project updates; Consult on complex issues related to projects and other assignments, as required
ADM	As required	Consult on complex issues related to projects and other assignments and provide project updates, as required
Director, iGaming Policy	Regular and ongoing	Lead and contribute to planning and managing resources to meet requirements of initiatives; support development of skills and capacity, provide knowledge sharing and key project updates, as required.
<b>EXTERNAL to Department</b>		
Initiative/project Working Committees, External Consultants, and Technical Working Groups	Regular and ongoing	Provide leadership and expertise; enhance understanding of strategic initiatives and business opportunities; lead and contribute to planning and managing resources to meet requirements of initiatives; support development of skills and capacity.
Contracted Services	Regular and ongoing	To complete RFPs, RFIs, etc. as required, as well as contracts, Vendor response evaluations, vendor debriefings and contract amendments.

**IMPACT AND MAGNITUDE OF JOB (SCOPE):** Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples (See PP [Slides 47-49](#)).

The incumbent's work affects a large number of partners and stakeholders—including key agencies working with the Ministry. This work will have significant fiscal impacts on government revenue, as well as broader social and economic impacts throughout the province, and on Albertans. The incumbent will provide interpretive, advisory and other customized services in order to achieve results.

Under the leadership of the Executive Director, the incumbent is required to provide leadership and direction in organizing and planning for various and complex assignments. The incumbent must have a sound knowledge of the ministry, programs and issues facing the department.

The incumbent works with other ministries to provide and solicit input and recommendations for various initiatives. The incumbent also works with external consultants to ensure project objectives and timelines are met.

The incumbent works with the branch in the development, evaluation and implementation of projects and initiatives leading to effective business and operational decision making and policy development, including that which may be in support of potential legislative or regulatory changes.

**CHANGES SINCE LAST REVIEW:** What significant changes have occurred in your job, from the last review (See PP [Slides 50-51](#)).

**COMPARABLE POSITIONS:** List comparable GoA benchmarks (See PP [Slide 52](#)).

**ORGANIZATION CHART:** A current organization chart that includes supervisor, peers and staff **MUST** be attached. Include whether employee is permanent, wage, temporary or contract and indicate position numbers (See PP [Slide 53](#)).