

## New

Ministry

Transportation and Economic Corridors

**Describe: Basic Job Details**
**Position**

Position ID

Position Name (30 characters)

Mgr, SI &amp; Complaints Resol

Requested Class

Manager (Zone 2)

Job Focus

Operations/Program

Supervisory Level

01 - Yes Supervisory

Agency (ministry) code

Cost Centre

Program Code: (enter if required)

**Employee**

Employee Name (or Vacant)

**Organizational Structure**

Division, Branch/Unit

 Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

Supervisor's Current Class

**Design: Identify Job Duties and Value**
**Job Purpose and Organizational Context**

Why the job exists:

The Manager of Strategic Integration and Complaints Resolution is responsible for the strategic planning and operational delivery of the Complaints Resolution and ARTS coordination teams. The Manager is an integral member of the Management Leadership Team and reports to the Director of Strategic Integration and Program Excellence.

The Manager will provide leadership and direction to approximately 6 FTEs. This includes Priority Issues Coordinators, and the ARTS Coordinator who are responsible for managing, tracking and drafting responses to division ARs in addition to drafting and managing strategic divisional documents. The team will also include Complaints Resolution Advisors and an Analyst who are responsible for complaints intake, investigations and resolution. As a member of the management team, the Manager provides input into the development of program area priorities, goals, operational planning, strategic issues and allocation of resources. This position is key in linking the Department's and Division's mission, vision and goals to the delivery of services and responses to Albertans.

The Manager promotes a team environment and is accountable for implementing effective human resource practices. The incumbent builds relationships with other government departments and clients to facilitate understanding and compliance with legislation and policy. The position is responsible for collaborating with Divisional management to ensure consistent interpretation, application and enforcement of policy and

legislation. The Manager coordinates and approves staff involvement in the review of Complaints Policy and Procedures through established program and divisional relationships.

The incumbent makes decisions on issues or situations not addressed by established policy or procedure, responds to issues within a frequently politically and emotionally charged environment and must exercise discretion and sound judgment in choosing an approach to resolve and manage these issues effectively.

## **Responsibilities**

Job outcomes (4-6 core results), and for each outcome, 4-6 corresponding activities:

**Leads the development and execution of high quality, clear, consistent and concise briefing materials and stakeholder correspondence and leads the coordination of reporting and progress against the Division's strategic priorities.**

- In collaboration with the Assistant Deputy Minister's Office, supports and ensures approximately 200 action requests, briefing materials and stakeholder correspondence (per month) are delivered in a timely and quality fashion
- Builds the capacity of the Unit and Division by providing clear communication and training on processes, writing and handling action requests and telephone action requests.
- Builds the capacity of the Unit and Division by ensuring a compendium/content library is highly organized and updated regularly.
- Develops responses to complex stakeholder correspondence often with little precedent or historical knowledge
- Ensures that all briefing materials align with government and Ministry policy priorities
- Coordinates the completion of strategic divisional documents such as Annual Reports, Business Plans, and other Corporate Services documents

**Leads the Development and Management of a Centralized Complaints Resolution Program**

- In collaboration with TSS Program Areas, supports and ensures approximately 300 complaints (per month) are addressed and resolved in a timely and quality fashion
- Ensure that all business and operational plan targets are achieved. Program operational measures directly involve staff in all areas of the Traffic Safety Services Division. Participate in, and lead various program design and implementation teams for the Centralized Complaints Process.
- Establish a prioritization triage and determine level of response required concerning complaints and investigations into complaints.
- Ensure and maintain program quality assurance standards by overseeing complaints resolution activities; review implementation
- Address complex and difficult issues by providing direction and guidance to staff and clients.
- Assesses situations and identifies potential risk of political exposure, makes decision on next actions required, and takes appropriate action
- Communicates information on volatile or contentious issues both upwards and laterally. Communicates department decision and related legislation and/or policy to clients on specific concerns and on broader issues.

**Human Resources Management**

- Responsible for demonstrating effective leadership. Cultivate an environment conducive to promoting staff/team development, a respectful workplace and morale.
- Leads a team of Priority Issues Coordinators, ARTS Coordinator, Complaints Advisors and Analysts
- Identifies and implements appropriate human resource and employee relations strategies to address any issues
- Promotes and provides recognition for positive performance efforts of staff through formal and informal means
- Conduct performance reviews with staff. Assist in providing resources to achieve goals set out in the Agreements.
- Manages the recruitment process for vacant positions within program area. Works with Human Resources to recruit candidates.
- Develop and implement a work distribution plan for the appropriate assignment of all complaints and action requests

-Coordinate the mentoring/coaching of staff in complaints resolution techniques and developing responses and provide ongoing feedback to improve performance and skill level

### **Program Planning**

- Provides input into the development and implementation of the operational program plans and strategic management issues
- Coordinates the input from staff when developing program operational plans or calendars and communicates plan for implementation
- Initiates review of the Complaints Policy and Procedures with other divisional staff responsible for investigations and reviews of higher level complaints
- Collaborate with Program Managers and Division Management to facilitate sharing of information and commitments to communication strategies.

### **Coordinates and reports against the TSS portfolio of strategic initiatives.**

- Plays a significant lead role in project management and tracking progress against Divisional strategic plan pillars and key initiatives and business plan priorities.
- Supports the Assistant Deputy Minister's Office with coordination of responses to corporate services requests such as FOIP requests, OHS, and contingency plans
- Supports the Division with employee engagement activities including all-staff sessions and divisional planning sessions
- Ensures that the division is compliant with the GoA Occupational Health and Safety program
- Tracks and records staff training and committee participation, often requesting a briefing be written and shared with Division leadership and management team to ensure learnings are infused across the Division.
- Collaborates with Ministry stakeholders to ensure the business plan aligns with the government's policy agenda and Minister's priorities.
- Works with Division management team to communicate progress toward the achievement of strategic objectives to internal stakeholders and staff.

### **Budgetary Expenditures**

- Responsible for approving expenses related to the budget in the program area and is accountable for the management of expenditures within budget allotted for the unit.
- Identifies ongoing operational needs (supplies, equipment, materials, training) and addresses these with the Director in relation to budget forecast and expenditures.
- Identify and explain budget expenditures, be aware of expense trends and forecasts of future operational expenses
- Preparation and review of budgeting, forecasting, and variance analysis in accordance with departmental financial protocols for the unit.

### **Problem Solving**

Typical problems solved:

- Evaluate business unit performance and develops strategies to meet operational targets
- Facilitate the resolution of client complaints about staff.
- Provide guidance to staff involved in the investigation of sensitive, complex, and politically motivated complaints and correspondence.
- In the absence of established policy or procedure, analyze situation and coordinate resolution.

Types of guidance available for problem solving:

- Consultation with Director or other Senior Management will be available
- Ongoing planning with Unit Management
- Effective human resource management in collaboration with the Public Service Commission
- Training Course offerings such as Crucial Conversations, Management Development, Performance Management, etc.

Direct or indirect impacts of decisions:

- The Manager is responsible for the effective and efficient operational delivery of action requests, corporate service requests and complaints resolution. The delivery of these services is integral to the achievement the departmental business plan measures.
- The Manager establishes quality assurance and performance measures that have a direct impact on over 3,500 traffic safety complaints registered and resolved annually in the province. These measures ensure complaints are resolved in a timely fashion and in accordance with approved policy, and procedure.
- The coordination of these activities involves six staff members in the unit and Investigators throughout the Division.
- The Manager is responsible for a contingent of professional staff members whose work has a direct impact on the effective delivery of a safe transportation system for Albertans.

## Key Relationships

Major stakeholders and purpose of interactions:

-Complaints Resolution and ARTS Coordination Team: operational planning, team building, achieving operational results, continuous improvement, consistent communications and coordination of activities  
-Director, Strategic Integration and Program Excellence: Program Planning and service delivery issues, approvals  
-Strategic Integration and Program Excellence Leadership Team: Unit Planning, operational planning  
-All internal program areas in the division: address common issues and concerns to ensure decisions made about complaints or action requests are based on comprehensive input, coordinate program objectives between program areas  
Assistant Deputy Minister's Office: ensure action requests are being routed, managed and tracked in a timely manner with high quality  
Other enforcement agencies (eg. OHS, Human Rights, federal and municipal governments): coordinate enforcement activities and determine appropriate jurisdiction as required  
Driver, Vehicle and Carrier Industry: Facilitate the resolution of enforcement activities and resolve client concerns

## Required Education, Experience and Technical Competencies

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

If other, specify:

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

### Knowledge:

- University degree or college diploma in a related discipline would be desirable.
- Management theory and experience to lead in the recruitment, development, and performance management of staff.
- Program-planning expertise. A demonstrated knowledge of departmental goals, direction, programs, policies and procedures.
- Departmental human resource and financial management policies, union agreement, and Alberta Government programs/services.
- Comprehensive knowledge of and expertise in applying inspection and investigation techniques.
- Thorough knowledge of the Traffic Safety Act, policies and procedures to provide guidance to staff.
- Broad knowledge of numerous acts and regulations and relevant legislation and/or policy that impacts the investigation of a complaint.

### Experience:

- Demonstrated management and/or supervisory experience; practical experience coordinating or leading teams.
- Successful completion of a progressive assignment of responsibilities and accountabilities.

- Expert conciliatory, mediation and conflict resolution skills to deal with customer complaints.
- Excellent supervisory, leadership, interpersonal, coaching and mentoring skills.
- Understands how to strategically prioritize and manage issues.
- Demonstrated commitment to Alberta Public Service vision and values.
- Research and analytical skills in areas such as management strategies and legislative matters.
- Utilizes conflict resolution strategies with internal/external clients.
- Excellent customer service focus and proven relationship builder.
- The ability to promote and work efficiently within a group environment.
- Superior project management skills.
- Sound analytical and conceptual skills and abilities.
- Demonstrated time management and organizational skills.
- Excellent communication skills (written, verbal, presentation).

### 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	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<p>Takes a long-term view towards organization's objectives and how to achieve them:</p> <ul style="list-style-type: none"> <li>• Takes holistic long-term view of challenges and opportunities</li> <li>• Anticipates outcomes and potential impacts, seeks stakeholder perspectives</li> <li>• Works towards actions and plans aligned with APS values</li> <li>• Works with others to identify areas for collaboration</li> </ul>	<p>Success in this position will require the Manager to anticipate reactions from stakeholders and develop strategies to mitigate negative reactions and leverage positive ones. The Manager would consider workloads for their own team and subject matter experts, stakeholder concerns and opportunities, and other factors, while ensuring accurate and timely responses.</p>
Agility	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<p>Identifies and manages required change and the associated risks:</p> <ul style="list-style-type: none"> <li>• Identifies alternative approaches and supports others to do the same</li> <li>• Proactively explains impact of changes</li> <li>• Anticipates and mitigates emotions of others</li> <li>• Anticipates obstacles and stays focused on goals</li> <li>• Makes decisions and takes action in uncertain situations and creates a backup plan</li> </ul>	<p>Manages complimentary and conflicting priorities in an efficient and effective manner. Anticipates, assesses and adapts to changing situations and issues while making practical decisions under pressure. In addition, the Manager will need to explain changes in direction to staff and divisional stakeholders.</p>

Drive for Results	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	<p>Takes and delegates responsibility for outcomes:</p> <ul style="list-style-type: none"> <li>• Uses variety of resources to monitor own performance standards</li> <li>• Acknowledges even indirect responsibility</li> <li>• Commits to what is good for Albertans even if not immediately accepted</li> <li>• Reaches goals consistent with APS direction</li> </ul>	<p>Knows what outcomes are important and maximize resources to solve complex issues by anticipating potential challenges and finding practical solutions.</p>
Build Collaborative Environments	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	<p>Collaborates across functional areas and proactively addresses conflict:</p> <ul style="list-style-type: none"> <li>• Encourages broad thinking on projects, and works to eliminate barriers to progress</li> <li>• Facilitates communication and collaboration</li> <li>• Anticipates and reduces conflict at the outset</li> <li>• Credits others and gets talent recognized</li> <li>• Promotes collaboration and commitment</li> </ul>	<p>Success in this role will require the Manager to work closely with a range of internal stakeholders. It will be important for the Manager to build and maintain collaborative environments as the same stakeholders will be engaged multiple times. Encouraging broad thinking on operations, eliminating barriers to progress and crediting others with accomplishments within projects will create trust for current and future projects.</p>
Develop Self and Others	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	<p>Plans according to career goals and regular development:</p> <ul style="list-style-type: none"> <li>• Aligns personal goals with career goals</li> <li>• Leverages strengths; attempts stretch goals</li> <li>• Provides feedback and openly discusses team performance</li> <li>• Values team diversity, and supports personal development</li> </ul>	<p>Demonstrates a strong ability in fostering positive and effective relationships with a wide range of stakeholders. Strong ability to connect and build trust, diplomatically managing relationships to bring differing perspectives together.</p>

**Benchmarks**

List 1-2 potential comparable Government of Alberta: [Benchmark](#)