



Services Division, the Manager, Policy provides expert strategic and operational support across the Section. The position assists with the execution of the Division's strategic plan, tracking issues, leading projects, policy and research expertise for leading the drafting, development and implementation of essential policy, program training and knowledge management initiatives. This ensures the Division's executive and senior leadership are appropriately supported and assists in guiding program and policy direction, coordination and alignment.

This position provides significant leadership, expertise, and support to senior and executive management within the Division. This position also represents the Ministry on various internal and external working groups and committees.

Through effective communication and collaboration, the Manager, Policy also assists with the gathering of information and the development of succinct, clear communications for the section, as well as for internal and external stakeholders. Therefore, strong project management skills and experience is required.

This position is required to provide expert knowledge of the political decision making process and work collaboratively with the TEC Legislative Services and Alberta Justice to determine best practices for legislative and regulatory amendments.

## **Responsibilities**

### **1. Take a leadership role when managing and coordinating new and existing policy initiatives within the Traffic Safety Services Division:**

- Develops work plans and implementation plans with goals, resource allocations and timeframes.
- Monitors and leads project processes, outputs, deliverables and budget using a variety of project management tools. Makes adjustments as necessary.
- Writes and coordinates the compilation and delivery of final products including key government decision making documents such as Minister Reports, Cabinet Memorandums, Requests for Decision, briefing notes, PowerPoint Presentations, memos, project reports, business process/system requirements, engagement plans, engagement material, engagement final reports, etc.
- Evaluates project results and presents recommendation(s) for next steps.
- Leads and works on multiple projects at a time and ensures priority work is completed in a timely manner.
- Identifies, defines, and analyzes ongoing and emerging issues.
- Reviews legislation, regulations, standard directives, and policies to provide strategic advice and/or options if changes are required.

### **2. Research, Communication, and Reporting. Activities include:**

- Reporting on key policy initiatives and priorities in project management trackers, utilizing program area statistics as needed
- Provides guidance to staff and prepares responses for action requests, briefing notes and other inquiries.
- Coordinates with Divisional Branches to ensure policies and procedures are current, relevant and accurate.
- Coordinates and responds to requests for information about Divisional policies from other divisions, ministries, jurisdictions, stakeholders and external sources.
- Prepares external communications and material.
- Identifies emerging issues and trends and their potential impacts on Divisional policies and programs.
- Performs comprehensive research and analysis of transportation safety policies and practices in other jurisdictions.
- Consults with TEC Legislative Services and Executive or Senior Management in the Division to establish timelines for taking proposed regulatory amendments through the Government approval process. Based on the timeline, the Manager, Policy will establish a project management plan and track and report progress to ensure deliverables are completed on time and senior leadership is up to

date on the current status and any potential challenges, risks, etc. often under tight timelines.

- Supports TEC Legislative Services in developing regulation packages which contain the explanation for the proposed changes, as required.
- Both policy and legislative packages are drafted for appropriate Cabinet Committees, Cabinet and/or Treasury Board. Once policy approval is received, the Manager, Policy will work with Legislative Planners to develop and review drafting instructions for Legislative Counsel.
- Supporting materials are also developed for the Minister to present at Ministerial Group and all three caucuses. Presentations are prepared for the ADM and DM to take to ADM and DM level pods.
- Reviews and consults with the applicable program areas to ensure draft legislative changes reflect the intent that the program area is seeking and that there are no unintended consequences.
- Provides feedback via TEC Legislative Services to ensure the legislation meets the program needs. In complex situations, the Manager, Policy may meet with drafters to explain the program needs and why there are concerns with the proposed wording. This process is critical, yet time consuming, and can result in other sections of the legislation being redrafted as they are in conflict with the new wording.
- Works with the program area to ensure policy makes sense in the big picture and can be implemented at an operational level. Takes a systems thinking approach to ensure a successful implementation without unintended consequences popping up after the fact.
- Works with Communications to ensure key messaging, speeches and internal enforcement and public communications is completed on schedule.

**3. Policy Analysis and Development. The *Traffic Safety Act (TSA)* and its regulations are up to date with a focus on improving traffic safety and able to respond to future legislative and policy changes. Activities include:**

- Working from an approved or proposed policy direction, analyzes policy options and recommends a preferred plan of action. The Manager, Policy facilitates the consultation process with other Government Ministries, stakeholders, clients, staff and management to ensure their needs are considered when making a recommendation to the Minister.
- Conducts policy analysis contributing to the activities or ongoing updates to the TSA and its regulations. This is done by directing, undertaking, or participating in major initiatives and research. Engaging the appropriate personnel (e.g., consultants, industry stakeholders, etc.) to ensure that the initiative is undertaken thoroughly and obtains the required results.
- Provides traffic safety information and best practice to the Divisional Executives to ensure they are up to date on current transportation issues.
- Anticipates situations and developments for timely preparation of reports, briefings, etc., in part by assessing opportunities for new and improved transportation safety initiatives/strategies and by reviewing technical and industry material, academic publications or through professional contacts.
- Leads written reports, advisory notes or discussion papers on transportation issues of importance to the Province, recommending the position, options and actions the Ministry or government should take.
- Recommends scope, methodology, terms of reference and procedures for analysis.
- Analyses and synthesizes data to identify trends and opportunities to adapt strategies related to traffic safety on Alberta roadways. Undertakes research related to Traffic Safety Services initiatives and transportation issues. Presents conclusions and results.
- Leads or participates on joint government initiatives by organizing or attending seminars, workshops, conventions, briefings, or industry events, consultation sessions.
- Scans external sources, such as the media, research and academic journals/publications, government studies, books etc., for emerging and factual information. Distinguishes credible sources of information and references source documents.
- Liaises with other Ministries as necessary and represents the Traffic Safety Services Division on

committees that could influence traffic safety or changes to the TSA or its regulations.

- Represents the Division or Ministry on national committees or working groups relating to transportation and safety.
- Conducts research on best practice, monitoring work in other jurisdictions related to traffic safety.
- Prepares information bulletins, briefing materials, articles, and presenting it to stakeholders when assigned.
- Consolidates information and develops best practices and new procedural protocols for the Division in response to new or amended legislation and policy directives as appropriate.
- Formulates policy, program and procedural recommendations to management for approval. These include recommendations to senior management on current issues, assigned issue management categories, research on other jurisdictions and related department and government policies, which may affect policy decisions.
- Researches impact of new or amended legislation on assigned projects and makes recommendations to senior management.
- Is able to see the big picture and adapt training based on new political frameworks and changes in strategic direction at the federal, GOA and Ministry level.

#### **4. Program Development and Maintenance. Activities include:**

- Taking a leadership role, in collaboration with the impacted program area, in developing new programs implemented within the Division.
- Developing best practices and new policy or procedural protocols for the Division in response to new or amended programs as appropriate.
- Taking an influencer role related to program development, implementation, and management components, while leading team members to ensure that deliverables are successfully achieved.

#### **5. Leadership/Mentorship/Employee Development. Activities include:**

- Provides direct supervision to policy analysts.
- Lead the team in a strong, systems thinking approach, in particular the identification of impacts, interconnections and/or unintended consequences for divisional initiatives.
- Support staff to identify innovative and effective approaches/alternatives, anticipate stakeholder reactions and manage issues and relationships effectively.
- Provide leadership, advice, guidance, and direction to staff to effectively meet the Divisions goals, driving towards the achievement of outcomes for the branches, division, and ministries.
- Support staff in their professional development goals by providing regular feedback and opportunities for training and stretch assignments where possible.
- Provide strategic leadership, advice, analysis, and comprehensive guidance to the Director and Executive Director.
- Collaborate with other program area leaders to build and sustain open and effective communication channels and mechanisms for information sharing, ensuring connection between policy stakeholder engagement and program delivery.
- Demonstrate Alberta Public Service Values of Respect, Accountability, Excellence, and Integrity; contribute to the advancement of Diversity and Inclusion in the Alberta Public Service; and, foster a positive and inclusive workplace.

#### **6. Unit Administration and Planning. Activities include:**

- Contribute to the development of the annual strategic operational planning, budgeting and forecasting for the unit.
- Set goals and priorities to deliver results consistent with government direction, policy/regulation requirements and stakeholder expectations.
- Develop, monitor, and report on relevant performance measures for the team.

- Participate in corporate initiatives including diversity and inclusion and employee engagement activities.
- Participate in all Finance, Human Resources, and other administrative activities as required.
- Oversee contracts and contract development with external consultants that support development and implementation of relevant strategies and policy recommendations.
- Act for the Director of the unit as necessary.

This position works in a fast paced environment where some overtime may be required and/or on weekends.

## Problem Solving

Typical problems solved:

Problems are multifaceted, complex, and shaped by provincial priorities, political influences, and system needs. Judgment is required to provide focus and results with short timelines for resolution. The Manager faces challenges in guiding the unit in efforts to synthesize high volumes of information to produce quality recommendations, industry assessments, briefings, and reports.

This position works with a variety of internal and external stakeholders that requires skills in balancing the interests of all participants and maintaining progress in spite of competing priorities to achieve mutual beneficial results for all parties.

Types of guidance available for problem solving:

This position works within the parameters of established legislation, policies, plans and guidelines. The Manager provides general guidance, reviewing work for quality of analysis and research provided; recommendations and conclusions developed; and level of professional judgment is demonstrated.

Direct or indirect impacts of decisions:

Resolution of specific issues may be guided by departmental policies and procedures, and emerging/overarching provincial priorities. Where appropriate, Executive Leadership Team will provide desired objectives and outcomes for problem resolution. The Manager can also leverage existing relationships with other government departments (both federal and provincial), industry and/or other stakeholders. Professional experience and knowledge, and a strong unit team also provides guidance for actions. Unit, branch, division staff, and other contacts within the system also provide guidance and support to this position.

This position facilitates and coordinates strategic foresight and research activities, and the provision of information analysis and recommendations to stakeholders both internal and external to the department. The positions guides staff through the department and cross-ministry as needed when identifying information requirements; clarifying goals and expected outcomes; planning and managing components of research; and developing input and recommendations for the consideration of senior decision-makers.

## Key Relationships

Major stakeholders and purpose of interactions:

- Assistant Deputy Minister, Traffic Safety Services: To provide strategic advice and guidance on issues and paths forward; participate in the planning and reporting of the division; respond to specific queries.
- Deputy Minister: To present reports and recommendations; respond to queries, as needed.
- Executive Directors: As members of the Executive Leadership Team, together with the ADM, work assignment and prioritization will be provided to the Manager.
- Director: Daily interaction to determine strategy, approach, direction, and tracking of deliverables.
- Unit Staff: Daily interaction to support progress toward achieving division goals and objectives; to provide direction on research efforts and analysis; and to assist in the preparation of reports and other materials.

- Federal-Provincial-Territorial (FPT) partners: To advocate and advance ministry and government priorities.
- Other ministries: To act as the key contact with other ministries, as needed to ensure that TEC as a whole is well enabled to meet its objectives.
- External stakeholders: To act as a key contact with external stakeholders, as needed to ensure that input, feedback or any questions are addressed.

### Required Education, Experience and Technical Competencies

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

If other, specify:

At least four years of related experience, including experience in a management position.

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

This position relies on political acumen and a thorough understanding of government policies and processes for decision making, negotiation, issues management, and consensus building in order to adequately advise and support the Division.

Strong interpersonal and problem solving skills are essential to being able to coordinate timely and effective issue resolution given the constrained environment.

Knowledge of human and financial management to be an effective leader.

Strong Communication Skills (both written and oral) are required.

### 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 checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Takes a long-term view towards organization's objectives and how to achieve them: <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>	This role must obtain insight and relevant perspectives from subject matter experts to ensure the development of appropriate and impactful strategies. The incumbent must be aware of potential risks and unintended consequences.
Creative Problem Solving	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Engages the community and resources at hand to address issues: <ul style="list-style-type: none"> <li>• Engages perspective to seek root causes</li> <li>• Finds ways to improve complex systems</li> </ul>	This position is expected to direct the team's research projects, supporting strategic foresight efforts, which are multifaceted and may not have precedents.

		<ul style="list-style-type: none"> <li>• Employs resources from other areas to solve problems</li> <li>• Engages others and encourages debate and idea generation to solve problems while addressing risks</li> </ul>	
Drive for Results	○ ○ ● ○ ○	<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>	The Manager is accountable for the team's outcomes and is responsible for ensuring that requirements and deliverables are achieved.
Build Collaborative Environments	○ ○ ○ ● ○	<p>Involves a wide group of stakeholders when working on outcomes:</p> <ul style="list-style-type: none"> <li>• Involves stakeholders and shares resources</li> <li>• Positively resolves conflict through coaching and facilitated discussion</li> <li>• Uses enthusiasm to motivate and guide others</li> <li>• Acknowledges and works with diverse perspectives for achieving outcomes</li> </ul>	Strong interpersonal and advanced communication skills are required to lead and collaboratively support strategic initiatives on behalf of the Department with industry and other governments.
Develop Self and Others	○ ○ ● ○ ○	<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>	This role is expected to provide leadership, direction and coaching to the team. This includes demonstrating APS values and empowering the unit to realize its potential in delivering quality work and advice.

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