

New

Ministry

Assisted Living and Social Services

Describe: Basic Job Details

Position

Position ID

Position Name (200 character maximum)

Mgr, Strategic Comms and Leg.

Requested Class

Manager (Zone 2)

Job Focus

Policy

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

Senior Manager (Zone 1)

Design: Identify Job Duties and Value

Job Purpose and Organizational Context

Why the job exists:

Reporting to the Director of Strategic Policy and Planning, and within the scope of legislative and government/department policy, this position is responsible for leading, planning, developing, implementing and evaluating complex strategic initiatives related to improving Alberta's continuing care system through the implementation of recommendations from the Facility-Based Continuing Care Review.

This position is responsible for:

- Leading and directing legislative and regulatory reviews in line with established government processes and time lines. Driving the provincial continuing care legislative agenda and associated policy plans in support of strategic policy objectives and implementation.

- Overseeing the development and implementation of approaches to public involvement and stakeholder engagement processes, in alignment with CPE-stakeholder engagement requirements as needed as well as conducting strategic intra- and cross-ministry and stakeholder engagement and communication leveraging content expertise from other sources.

- Leading issues management activities for the branch as well as developing strategic and public communications products for internal and external audiences.
 - Monitoring the cross-ministry and stakeholder landscape to identify areas of common interest, potential, and external interest and readiness for change. Increasing political acumen through identification and tracking of political trends and realities impacting policy and sector development.
 - Building and sustaining networks with internal and external stakeholders, including strong working relationships with partners.
 - Navigating decision-making processes for the branch, including directing the development of policy tools to secure high-level branch policy and legislative decisions through Cabinet and associated committees.
- This position achieves its accountabilities by directing the operations of a team of professional policy staff, as well as leading and participating on cross-ministry, departmental and external stakeholder teams. The incumbent also collaborates with executive and key senior management in Alberta Health, other GoA departments, senior management of Alberta Health Services, and senior officials of key external stakeholders such as continuing care associations to gain consensus and achieve deliverables.

Responsibilities

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

Legislative Planning

- Lead and inform the development of legislative proposals and the legislative agenda for the continuing care sector, identify and address sectors impacted by continuing care legislative reform, and focus on removing unnecessary red-tape and barriers to implementation of transformation initiatives.
- Ensure alignment of legislative plans with associated policy plans in support of strategic policy objectives and implementation.
- Lead and direct legislative and regulatory reviews in line with established government processes and time lines.

Lead the preparation of and provide supporting documents (cabinet reports, legislative plans, communication materials, strategic slide decks, etc.) for review by the Executive Team, Minister, Cabinet and Caucus as needed.

- Lead or support the development of proposals for new or amended legislation as required.
- Lead or support the design and delivery of engagements and consultations with internal and external stakeholders and acquire supportive evidence required to develop the proposals, as needed.
- Support, develop and maintain effective working relationships with Legislative and Legal Services in Alberta Health, Alberta Justice and other ministries, as needed, particularly in drafting of legislative and regulatory proposals.
- Develop and oversee mechanisms to monitor, track, and evaluate legislation, solutions and processes to support policy success and continual improvement.
- Support the implementation of legislation and standards as required.
- Act as branch lead for red tape reduction and regulatory cost model.

Policy, Program, and Initiative Implementation

- Lead navigation of decision-making processes for the branch, including directing development of transmittals, briefings, drafting instructions, cabinet reports, etc. to secure high-level branch policy and legislative decisions through Cabinet and associated committees.
- Promote a proactive approach to addressing policy, program and initiative questions and issues, including remaining current and informed as to Ministry issues and proactively recommending review and evaluation of policies and strategy as needed.
- Initiate and develop proposals and provide policy recommendations to address specific issues identified through environmental scanning and priorities identified by the Minister of Health and executive leadership.
- Direct significant jurisdictional scanning, primary and secondary research and analysis to inform the development of policy options.

- Develop issues papers, business cases, Cabinet reports, briefings and action request responses as needed and propose strategies and initiatives for submission to senior officials in the department. As needed, work with other department partners (e.g. Health Law Team, Strategic Policy Branch, etc.) to submit policies, strategies or legislative proposals for Minister and Government approval.
- Provide advice and guidance on policy and implementation issues to other areas of the branch, division and department, and other ministries as needed.
- Work collaboratively with AHS to influence the development of AHS operational level policies and programs that align with and support Alberta Health strategic and directional policy.
- Lead and facilitate internal and external GOA, AHS and Stakeholder project teams to identify, research and develop policy and program/project proposals and options; analyze implications of options, outcomes and the impact on Albertans; plan for implementation of policy and program/project decisions; track, monitor and report on implementation of policy and program/projects.
- Negotiate the activities and support of internal and external stakeholders to address continuing care priority initiatives/policy objectives.
- Chair project/working group meetings, represent senior/executive staff of the department at external and public meetings, and facilitate multi-group meetings.

Engagement, Consultation and Relationship Management

- Regularly solicit the input of key stakeholders with respect to policy and program changes under consideration and emerging issues.
- Track and report on the perspectives and recommendations of the key associations and other interest/advocacy groups.
- Develop networks with key stakeholders and foster collaborative relationships with internal and external stakeholders and partners.
- Work with key stakeholders to implement, track, report on, and evaluate initiative progress and success.
- Represent the branch, division or Ministry on related working groups or committees.
- Create and foster sustainable, positive working relationships with diverse stakeholders inside and outside the health sector.
- Establish and maintain the Indigenous Expert Panel and other such entities over time, to ensure appropriate and respectful stakeholder engagement and information sharing in respect to continuing care initiatives.
- Lead and participate in frequent cross-ministry committees, provincial consortiums, coordinating committees, working groups and partnerships to minimize duplication, pool resources to maximize impact and produce and develop the best possible solutions and products to address provincial priorities for continuing care.
- Coordinate, chair, and support as needed committees and sub-committees associated with the Ministry's needs
- Represent the Ministry in answering stakeholder enquiries and facilitate meetings with stakeholders, key Ministry representatives and other provincial and/or federal stakeholders
- Manage and conduct stakeholder consultation to determine stakeholder needs and inputs into provincial policies and strategies
- Represent Ministry and provincial perspectives and priorities on interprovincial and national committees, working groups and projects to foster integrated approaches for developing continuing care policy options
- Participate in Ministry committees, teams and working groups, representing and providing continuing care perspectives and expertise to ensure thoroughness and consistency in policy and program development
- Monitor the cross-ministry and stakeholder landscape to identify areas of common interest, potential, public, and media interest and readiness for change.
- Increase political acumen through identification and tracking of political trends and realities impacting policy and sector development.

Strategic and Public Communications

- Leads strategic communications planning and implementation (e.g., plans to support public education or new initiatives, response to public and media inquiries, developing speaking notes, presentations etc.).

- Develop strategic and public communications products, working with others within the branch, subject matter experts, and the designated Health-CPE communications advisor.
- Develop communication plans and establish communication channels with relevant parties, including other ministries or external stakeholders.
- Manage project promotion and communication to keep all relevant stakeholders up-to-date on project progress.
- Provides advice and guidance to Director and other Branch officials on recommended communication approaches for branch initiatives and change management.

Issue Response

- Effectively support issues management and managing communications on a broad range of continuing care issues and programs, reflecting the Government approach, which accurately and clearly communicates complex issues and perspectives tailored to a wide range of audiences.
- Provide leadership in managing or resolving emerging issues in continuing care.
- Provide guidance and direction on how to respond to emerging issues or seek out appropriate contact.
- Determine the need for escalation of emerging issues to executive leadership.
- Present recommended actions or solutions for dealing with emerging issues.
- Provides advice and guidance to Director on recommended communication approaches and strategies to respond to public, media, and stakeholder inquiries.
- Liaise with the Communications and Public Engagement staff and Assistant Directors.
- Lead and support issues management responses.
- Leads key message development and monitor responses and public communications to ensure messages are up-to-date and consistent.
- Leads monitoring, triaging and tracking correspondence to ensure timeliness of responses
- Leads gathering information and preparing responses for requests for information from internal and key stakeholders including municipal and federal governments
- Oversees the system of strategic responses to Action Requests (ARs), session queries etc., in accordance with timelines and quality standards.
- Oversees or supports the preparation of strategic information internal government standing processes (session, committee of supply, etc.)

Direction and Leadership

- Provide leadership, direction and oversee the projects and assignments within the team.
- Complete performance management, performance excellence, and recruitment for all direct reporting positions.
- Conduct regular one-on-one's with staff to provide guidance on team projects.
- Coach and mentor the team staff, creating an organizational culture that embraces innovation and best practices and provide challenges and opportunities for growth.
- Foster a positive team environment and culture of holistic and strategic thinking about team functions and how they impact current and future ministry priorities and operations.
- Foster strong staff engagement.
- Develop and implement operational plans in alignment with branch plans and department priorities, monitoring and adjusting coverage and work assignment to meet unit priorities.
- Ensure rigor and alignment with ministry and GoA frameworks in all team activities.
- Account for team financial and human resources.
- Attend Branch Management meetings, Unit meetings, and Divisional meetings to provide updates on team projects and determine linkages between other units, branches, or departments of government.
- Review and approve various reports and responses (e.g., Action Requests, Briefing Notes) prior to submission to the Director.
- Serve as acting Director as needed.

Problem Solving

Typical problems solved:

The Manager must be able to identify and distinguish within larger strategic projects, the elements that are led and directed by different areas with the department and across government as compared to other

key stakeholders such as AHS and/or contracted providers/operators; and subsequently ensuring that collective progress is being made in an aligned and cohesive fashion.

The manager is also expected to consider what is common across continuing care and what is unique to each segment (home care, supportive living, or long-term care); and how continuing care initiatives might impact other sectors of the healthcare system or other community based services. The Manager balances this type of broad thinking with more detailed management of specific projects.

Challenges also include synthesizing evidence and data from various sources to identify proposed projects or policy directions that that will have high impact. Priorities must be established to guide which policy and projects can be completed with available resources. The Manager must be responsive to the needs identified in the field or via current policy issues and also be proactive to identify leading trends or policy directions that might lead to new or impact current projects.

Another challenge is managing several projects at one time (including multi-million dollar budgets, human resources, business resources, etc.), ensuring that the projects maintain appropriate rigour, timelines, and quality standards. Multiple stakeholders are engaged to participate on projects through influence and negotiation rather than by authority. For some stakeholders the projects can seem daunting as they might represent and lead to changes in long-standing thinking or practice - the Manager must be able to bring stakeholders onside and maintain their engagement throughout the project.

Types of guidance available for problem solving:

Guidance is provided by the broad policy and legislative framework set by the Ministry and the agenda of the branch, existing policy development standards and processes used within the government of Alberta, leading practice, and current legislation. Assistance is also available from the Director, other peers in policy, and professional experience. When addressing complex issues the Manager is expected to participate in the generation of solutions and to provide options.

Direct or indirect impacts of decisions:

The work of the Manager strongly impacts program and project development with respect to implementation of the FBCC Review Recommendations, as well as policy and program development with respect to home care, supportive living and long-term care. Policy and project decisions have the potential to impact more than 100,000 Albertans in receipt of continuing care services every year and their families/support networks.

The work of this position will also directly impact the ability of the system to meet the needs of seniors and persons with disabilities as the population continues to grow and age. The number of Albertans with continuing care service needs is expected to more than double over the next 20 years.

Key Relationships

Major stakeholders and purpose of interactions:

Unit Team Members - daily - direct team operations, set priorities and plans, address resource issues.
Branch Management Team - daily - collaborate on projects, raise awareness of emerging and complex issues.

Directors, Managers in other department units - frequent and as needed per project demands - share information, participate in projects, working groups and committees, consultations/collaboration, strategic information sharing and gathering.

Managers in AHS units related to continuing care - as needed - coordination and participation on projects; manage project tracking and reporting; provide status update and reports on project conclusions; identify emerging needs and risk mitigation; identify needs for innovation.

Cross Jurisdictional Colleagues - as needed - consult with, seek and share information on policy and program development, identify emerging trends

Associations - as needed - consult with and collaborate on policy and program development, options analysis and implementation issues, issue management.

Advocacy groups - as needed - describe, clarify government programs or policies, address concerns, issues.

Required Education, Experience and Technical Competencies

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

If other, specify:

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

Previous experience in Program and Policy Development, Complex Project Management, Program Evaluation, Stakeholder engagement and communications, legislation, knowledge of/experience with Alberta's continuing care system.

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	☐	☐	☐	☒	☐	Integrates broader context into planning: - 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	Development and implementation of a new legislative framework for continuing care will impact current legislation and policy in health, housing, home care, facility-based care, PEOLC, and social supports. Success will require deep analysis and consideration of current, medium term and long-term policy, legislation, and program implications, comprehensive analysis of potential unintended consequences, significant engagement on consequential amendments, and risk mitigation strategies.
Drive for Results	☐	☐	☐	☒	☐	Works to remove barriers to outcomes, sticking to principles: - 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 solutions with broader organization mission	Strategic foresight and policy recommendation development requires accountability for results within a specified time frames proposed to and approved by government. This requires nimble leadership on significant complex policy files to continuously scan the environment for changes in context

			(political, economic, social, operational, etc.) in order to inform stakeholders of these impacts and work pro-actively to successfully implement or enact policy changes or program implementation. All of this has to occur in strategic alignment with government and Ministry plans, goals and commitments.
Develop Networks	○ ○ ○ ● ○	Makes working with a wide range of parties an imperative: • Creates impactful relationships with the right people • Ensures needs of varying groups are represented • Goes beyond to meet stakeholder needs • Ensures all needs are heard and understood	Strategic foresight and policy recommendation development requires accountability for results within a specified time frames proposed to and approved by government. This requires nimble leadership on significant complex policy files to continuously scan the environment for changes in context (political, economic, social, operational, etc.) in order to inform stakeholders of these impacts and work pro-actively to successfully implement or enact policy changes or program implementation. All of this has to occur in strategic alignment with government and Ministry plans, goals and commitments.
Creative Problem Solving	○ ○ ○ ● ○	Works in open teams to share ideas and process issues: • Uses wide range of techniques to break down problems	Leading strategic policy development and stakeholder engagement requires bringing together subject matter

		• Allows others to think creatively and voice ideas • Brings the right people together to solve issues • Identifies new solutions for the organization	experts and representatives from other ministries, Alberta Health Services and other stakeholders/ partners. The ability to identify, unite, and work collaboratively to develop and implement initiatives, resolve issues/ concerns, mitigate risks, ensure the recommendations are addressed fully and effectively, solicit, gather and incorporate diverse perspectives and communicate progress and results to senior officials and/or the public requires ongoing agility to problem solve and solution find in order to achieve deliverables of successful engagement or policy development.
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Benchmarks

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

Manager, Strategic Planning and Communications, Alberta Health Manager, Strategic Policy and Planning, Alberta Health
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