

New

Ministry

Public Safety and Emergency Services

Describe: Basic Job Details

Position

Position ID

Position Name (200 character maximum)

Director, IAPS Policy Development & Oversight Board Support

Requested Class

Senior 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)

VACANT

Organizational Structure

Division, Branch/Unit

PSD/IAPS

☐ Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

Supervisor's Current Class

Executive Manager 1

Design: Identify Job Duties and Value

Job Purpose and Organizational Context

Why the job exists:

The *Public Safety Statutes Amendment Act, 2024* (the Act) received royal assent in May 2024. The Act is designed to enhance public safety by enabling the creation of a new independent agency police service (IAPS). The agency will assume functions currently carried out by the Alberta Sheriffs, who have increasingly taken on complex, police-like roles. Transitioning these functions to a police service under the *Police Act* will enhance civilian oversight, transparency, and accountability.

The IAPS implementation team is established on a temporary basis to implement, in collaboration with the IAPS Chief, the amendments to the Act and develop this new provincial corporation, including organizational structure, funding, policy, engagement, governance and resource allocation, among others.

Establishing the IAPS is a novel, highly complex and high-profile undertaking. The IAPS will need to seamlessly integrate into the Alberta policing landscape, while maintaining the current, critical services the Alberta Sheriff's provide.

Reporting to the Executive Director, the Director of Policy and Board Oversight will direct and oversee the design of the policy and procedural framework to accompany the amendments made to the *Police Act*, specifically the creation and implementation of a new IAPS.

This position oversees internal and external stakeholder engagement and leads policy and procedure content development for the new IAPS. It is responsible for the overall policy agenda related to the new agency by providing forward-thinking leadership in the areas of policy development, strategic relationships, and stakeholder management.

The Director provides input into politically sensitive government decision making and development of communications about the policy and regulatory structure of the IAPS for government audiences, police services and the public. The director provides strategic support and advice to the Executive Director of the IAPS implementation team, the Chief of the IAPS, and is accountable for ensuring that regulations, standards, and policy governing the IAPS are consistent with the intent of the *Police Act* and the expectations of Chief, the Oversight Board, and other stakeholders.

Receiving direction from the Executive Director, the Director plans and directs unit operations, human resources and financial resources to deliver outcomes and develop departmental capacity, and guides and mentors team members as they contribute to achieving the unit mandate. As a member of the branch leadership team, the Director provides inputs to inform branch and division planning, reporting and issues management. The Director works seamlessly with the Executive Director, Assistant Deputy Minister and other partners (e.g., legal services, finance, communications, governance, program areas, etc.) to deliver on the government's commitment to establish the IAPS. The Director will also lead the support for the IAPS Oversight Board.

Responsibilities

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

- 1. Ensure leadership and strategic support in the assessment, development, coordination and delivery of an organizational structure for the IAPS.**
 - Provide leadership in the assessment, development, coordination and delivery of a policy and procedure framework for the IAPS, to enhance integration, efficiencies and effectiveness of the achievement of the IAPS mandate.
 - Provide leadership in the review, analysis and evaluation of various Alberta's policing policies, procedures, standards, etc. to ensure alignment and integration if the IAPS with other police services.
 - Effectively utilize cross-agency and/or cross-functional working groups as required.
 - Provide leadership in the identification, analysis and formulation of policy implications and recommendations.
 - Undertake analysis and developing recommendations to increase consistency and enhance alignment and integration where possible.
 - Ensure clear and appropriate articulation of policy recommendations through various tools and processes to support timely government decisions.
 - Prepare briefing and decision materials for DM, Minister, Cabinet, Chief consideration to codify the policy changes in regulation, standards, or operational policy.
- 2. Provide guidance and direction to program advisors, subject matter experts, professionals and technical staff across the applicable areas of government.**
 - Share learnings regarding the ministry and cross-ministry program and regulatory structures that affect the development of the IAPS.
 - Share research relative to best practices in best practices, alternative models, and application to the policy life cycle.
 - Share information regarding trends, societal changes, pressures and issues regarding IAPS priorities.
 - Share leading practices and trends in policing may impact the IAPS agency.
 - Collaborate with internal and external partners to seek input and advice into the policy and regulatory development of the IAPS (e.g., program areas, police services, legal services, governance, Justice, etc.).
 - Develop collaborative partnerships across the department, other departments and external stakeholders (e.g., federal, municipal, Indigenous partners) to coordinate design and implementation of the IAPS and in support of government decision making concerning the agency.
- 3. Lead the development of an overarching engagement and stakeholder management strategy, in collaboration with Communications and Public Engagement, and coordinate its implementation to ensure stakeholder views shape policy recommendations.**

- Ensure strategic engagement plans are approved and in place for regulation, policy, procedure, etc. development.
- Establish and maintain extensive and effective internal and external multi-level relationships/partnerships to foster an understanding and commitment for IAPS development.
- Direct, manage and oversee any external advisory bodies or contracted resources as required.
- Liaise with diverse stakeholders and maintain a comprehensive stakeholder registry.
- Raise issues, present solutions, and provide regular reports to the Alberta Association of Chiefs of Police (AACP), Alberta Agency of Police Governance (AAPG), Executive Director, ADM, DM and Minister on engagement efforts and stakeholder concerns, with the aim of ensuring that government and IAPS policies and procedures reflect partner expectations, where applicable.
- Work closely with the ministry's Director of Communications to ensure efforts are aligned and materials follow GOA branding and communications standards.

4. Direct briefings and advice to inform executive decision-making and development of the IAPS.

- Support to the overall IAPS success by effectively managing, addressing and responding to priorities through prudent matrix management.
- Act as a key member of the IAPS implementation Leadership Team by providing ongoing strategic advice and recommendations to the Executive Director, Chief, ADM, DM and Minister in relation to Oversight Board discussions/direction/decisions, law enforcement agency discussions, legislative planning, identification and resolution of issues and risks, and resource planning.
- As it relates to the policy and engagement portfolio, lead strategic planning, operational planning, and project management processes for the IAPS to ensure appropriate prioritization, resourcing, and alignment of activities.
- Direct the development and implementation of reporting and information-sharing mechanisms to ensure cross-government accountability and awareness.
- Identify and provide strategic advice related to emerging risks, dependencies, and resource requirements.
- Provide cross-coverage for areas of emergent priority in the organizational development portfolio or Executive Director as required.

5. Unit operations are planned, directed and evaluated to deliver the unit's mandate and in support of the ministry's strategic and business plans, and government priorities.

- Foster a positive working environment that supports effective collaboration, high performance, and appropriate staff development.
- Provide advice and guidance to professional staff, outline expected standards and results, coach staff to further develop their knowledge and skills, manage team performance.
- Design roles and on-board staff as required, including expanding team membership from the originally designed implementation branch structure.
- Maintain alignment with ministry and government frameworks and guides in all unit activities.
- Direct management and professional staff in the design, development and implementation of the assessment, development, coordination and delivery of a policy structure for the IAPS.
- Define and establish roles and responsibilities required for management and professional staff and clearly communicate strategic goals, objectives and vision.
- Complete and oversee performance reviews and provide and promote key learning and experiential opportunities for ongoing professional development of staff and managers.
- Provide guidance, mentorship and advice to managers in the leadership of their teams.
- Develop, implement and continually enhance human resource planning strategies, including staff development and succession planning, to meet current and anticipated human resource requirements and establish a team environment for motivated and knowledge staff members.
- Engage staff and managers, and promote a culture that encourages feedback, embraces innovation and fosters mutual respect.
- Encourage staff and managers to maintain positive working relationships with diverse stakeholders to develop and deliver the best solutions within established timelines.
- Account for unit financial and human resources.
- Foster a culture of holistic and strategic thinking about unit functions and how they impact current and future ministry priorities and operations.
- Manage branch human resources (i.e., recruitment of team members, development of performance agreements and learning plans, performance management, and ongoing allocation and management of workload).

Problem Solving

Typical problems solved:

The Director provides forward thinking leadership in the stakeholder management and policy development of the IAPS in accordance with legislation and in alignment with the Chief's and government priorities. The Director applies a strategic lens and innovative analytical techniques and decisions for the solution of complex and unique problems and

regulatory situations, and innovative and imaginative solutions to problems with multiple stakeholders.

The Director is challenged with achieving desired outcomes in accordance with legislation, policies and available resources while managing the potentially competing interests of multiple stakeholders such as police services, the federal government, municipalities and special interest groups. The highly sensitive nature of the work requires sound judgement based on gathering information from subject matter experts and requires creativity and flexibility in solution driven approaches.

The Director demonstrates a strong sense of vision of current and future needs of a new provincial corporation, and anticipates and acts within a changing environment. The Director implements an equitable resource allocation and management framework that enables the development of leading-edge policy and regulations for a new public agency.

The Director works within an increasingly complex environment, balancing the needs and requirements at various levels of the organization. Many of the problems demand innovative solutions and require working in an agile manner to change requirements quicker than through traditional methodologies.

The position works within a variety of regulations, standards, and operational policies that govern policing, and must be able to apply these principles to the development of same for the new agency. Within this framework and under the leadership of the Executive Director, the position oversees the design and novel interpretation of how to design new rules with a new public agency, and contributes to the development of strategies, initiatives, and programs that support the new police agency.

Types of guidance available for problem solving:

There are few established precedents available to guide efforts, with this position continually providing leadership for the policy development and implementation of the IAPS. The Director requires the ability to identify fundamental questions related to various policy and procedural initiatives and how they impact the broader environment and strategic agenda of the government. The Director draws on and analyzes information from a variety of sources and perspectives to formulate positions on behalf of the IAPS implementation team. This information is then conveyed and synthesized for senior and executive level management from across the department and government.

Successful problem solving occurs via application of a depth and breadth of subject-matter expertise, strong political acumen, and expert judgment in making quick decisions about priorities and strategy. When solving problems, the Director considers opportunities, risks, and potential impacts, within the context of government direction, legislation, policies and procedures to achieve the objective in the most efficient and effective manner. A network of contacts across the department, other ministries, police services, stakeholder groups, and other jurisdictions, contribute to assessing opportunities and risks. Past precedents and practices, professional experience, knowledge of government operations and broader direction provided by Executive Director are sources of guidance.

Problem solving involves creative thinking, seeking clarity and engaging different perspectives in seeking out root causes and other problems and issues that may be related to the issue being discussed. The Director synthesizes and evaluates multiple inputs to produce innovative and agile options, insights, and recommendations, and successfully communicates recommendations to ministry executive, staff and stakeholders.

The position must apply sound judgment in evaluating risk to ensure that strategies and tactics used to develop the public agency are effective but not an unnecessary burden on the organization. Government policy, best practices or solutions implemented in other provinces or ministries may be of some assistance, however, these must be considered in the context of the organizational environment.

Direct or indirect impacts of decisions:

This position is responsible for the implementation of a new provincial corporation which will operationalize functions currently the responsibility of the Alberta Sheriff's Branch within a new police service, in addition to the implementation of other amendments to the Act. This is highly complex and high profile project that, in its structure as a provincial corporation, will be a "first" for Canada. It will also be part of designing how the IAPS integrates with other police services (First Nations, RCMP, municipal), in addition to addressing the expectations of stakeholders and partner other agencies. Consequently, the impact of this position's decisions will affect all Albertans who interact with police services, the Sheriffs and other government employees who provide these services currently, etc.

Key Relationships

Major stakeholders and purpose of interactions:

External

- Police services and organizations (Municipal police services, First Nations police services, Royal Canadian

Mounted Police and police associations, ALERT): work collaboratively with external partners and organizations to identify issues, mitigation strategies and potential solutions.

- Municipal governments: Liaise to understand issues and concerns, convey information about the IAPS, and seek advice on select issues or topics.
- First Nations: Liaise to understand issues and concerns, convey information about the IAPS, and seek advice on select issues or topics, and seek to understand the perspective of First Nations as it relates to the development of the Police IAPS.
- Alberta Union of Provincial Employees: Share information about the development and design of the human resource structure of the IAPS.
- Special Forces Pension Plan.

Internal

- Direct reports: provide direction and coaching to support professional development, integrate team planning and reporting to the unit level, guide complex issue resolution.
- Executive Director and Assistant Deputy Minister: provide comprehensive and integrated advice on the organizational development and implementation of the IAPS, track project progress, raise awareness of emerging issues that require executive involvement, and participate in branch planning and reporting.
- Cross-ministry partners (e.g., Public Service Commission, Infrastructure, Justice, Information and Technology, Service Alberta and Red Tape Reduction, Jobs, Economy and Trade, Communications and Public Engagement, etc.): share information, collaborate, and seek and share advice.
- The IAPS Oversight Board.
- The IAPS Corporate Board.

Required Education, Experience and Technical Competencies

Education Level	Focus/Major	2nd Major/Minor if applicable	Designation
Master's Degree	Arts		

If other, specify:

Criminology/Criminal Justice

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

Education and Experience

- This position requires a related degree with a focus on criminal justice, along with significant experience in policy development and engagement design, including experience with the Police Act and other relevant legislation.
- Experience with community safety stakeholder engagement and engaging law enforcement leadership.
- Experience preparing cabinet and executive decision materials and familiarity with GoA policy process is essential.
- Experience working with First Nations leadership and vulnerable sector agencies is desired.
- Experience developing successful working relationships across a wide array of stakeholders.

Technical Competencies, certification and/or training

- High level of competence in government engagement and consultation principles and application.
- Expert level of understanding of the relevant legislation and regulations (e.g., Police Act).
- Demonstrated high level of strategic thinking and planning skills, including ability to develop, synthesize, articulate, and interpret information obtained from varied sources.
- High degree of political acumen and awareness of the political sensitivity of police issues to read and navigate sensitive situations and to navigate government's decision-making processes.

- Demonstrated interpersonal and consulting skills, including ability to establish and maintain effective working relationships with senior representatives across government, sector, and department staff.
- Proven negotiation and facilitation skills to work with stakeholders with varied requirements and agendas, and resolve conflicts.
- Professional judgment and decision-making skills along with conceptual and critical thinking skills to monitor and evaluate systems and processes and work toward continuous improvement.
- Effective project planning, management, and evaluation skills.
- Excellent presentation skills to tailor content to different audiences.
- Exceptional verbal and written communication skills and application of different strategies to work with different audiences.
- Creativity to foster innovation and guide staff through transformation and change.
- Ability to lead through influence and motivate action that reflects the needs and perspectives of the IAPS implementation team.
- Human and financial resource management approaches and Government of Alberta requirements to effectively lead the unit.
- Able to provide accurate status of issues and to provide advice on prioritization and next steps.
- Leadership skills to influence the performance of staff and to effectively manage up and across into other areas of government.
- Ability to manage change positively and proactively.

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 type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Integrates broader context into planning: <ul style="list-style-type: none"> • 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 	Evaluates broad reaching impacts within the context of the short, medium, and long-term. Uses this knowledge to inform progress.
Develop Networks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Makes working with a wide range of parties an imperative: <ul style="list-style-type: none"> • Creates impactful relationships with the right people • Ensures needs of varying groups are represented • Goes beyond to meet stakeholder needs 	Quickly establishes credibility and initiates relationships with a broad range of people in unfamiliar environments. Identifies common purpose and sets a path for ongoing connections. Nurtures relationships to build trust. Seeks and leverages internal and

		<ul style="list-style-type: none"> Ensures all needs are heard and understood 	external relationships to ensure the perspectives and needs of partners are reflected.
Drive for Results	○ ○ ○ ● ○	<p>Works to remove barriers to outcomes, sticking to principles:</p> <ul style="list-style-type: none"> 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 	Defines the mission of the work to create action plans to ensure government business goals are achieved. Ensures that plans are integrated with other initiatives and take a longer-term focus on outcome
Build Collaborative Environments	○ ○ ○ ● ○	<p>Involves a wide group of stakeholders when working on outcomes:</p> <ul style="list-style-type: none"> Involves stakeholders and shares resources Positively resolves conflict through coaching and facilitated discussion Uses enthusiasm to motivate and guide others Acknowledges and works with diverse perspectives for achieving outcomes 	Creates a conflict-resolving environment by anticipating and addressing areas where potential misunderstanding and conflict could emerge and addressing systemic issues. Seeks and builds networks for effective collaboration and utilization of resources across the department; works to integrate and amalgamate program operations and business processes where possible.
Agility	○ ○ ○ ● ○	<p>Proactively incorporates change into processes:</p> <ul style="list-style-type: none"> Creates opportunities for improvement Is aware of and adapts to changing priorities Remains objective under pressure and supports others to manage their emotions Proactively explains impact of change on roles, and integrates change in existing work Readily adapts plans and practices 	Proactively articulates and creates momentum for policy change. Takes the lead by anticipating change and shifting work to ensure that change is successful. Maintains operational business plans that align with broader department and government priorities to focus efforts on key goals.

Benchmarks

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

- M420-25 Section Head, Environmental Policy Integration
 - M420-38 Director, Communications
 - M420-40 Director, Building Sciences

Assign

The signatures below indicate that all parties have read and agree that the job description accurately reflects the work assigned and required in the organization.

Employee Name	Date yyyy-mm-dd	Employee Signature
<div></div>	<div></div>	
Supervisor / Manager Name	Date yyyy-mm-dd	Supervisor / Manager Signature
<div></div>	<div></div>	
Director / Executive Director Name	Date yyyy-mm-dd	Director / Executive Director Signature
<div></div>	<div></div>	
ADM Name	Date yyyy-mm-dd	ADM Signature
<div></div>	<div></div>	
DM Name	Date yyyy-mm-dd	DM Signature
<div></div>	<div></div>	