

New

Ministry

Treasury Board and Finance

Describe: Basic Job Details

Position

Position ID

Position Name (30 characters)

Director, Corporate Planning

Requested Class

Job Focus

Corporate Services

Supervisory Level

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:

Corporate Planning has a critical role in supporting Alberta Treasury Board and Finance (TBF) to articulate and achieve its strategic priorities, including engaging Ministry representatives in planning activities to ensure department plans and goals are consistent with the strategic direction and requirements of the Alberta Government. The Director provides leadership and direction to the department's strategic business planning and reporting cycles, including facilitation of planning sessions with all levels of department representatives; dissemination of information gathered through environmental scans and other research; and development and monitoring of the business plan.

This position also directs the development of the department's annual report and other associated performance reports, and provides leadership to business areas in the development of operational plans that support achievement of strategic and business plan goals. In addition, the Director provides leadership for the development of a performance measurement system that results in comprehensive performance measures throughout the department that are used to illustrate and evaluate the achievement of strategic, business and operational plan results.

Another key accountability of this position is the provision of direction for the development, evaluation and continual enhancement of the department's business continuity plan. The Director is relied on to collaborate with senior department representatives to determine critical services, systems and resources, as well as provide leadership for a new governance structure for business continuity, pandemic and disaster planning that aligns with the government's framework and requirements. In addition, this position is responsible for the department's enterprise risk management program, working with senior TBF representatives to develop a framework to identify strategic risks and develop plans and responses to mitigate risks.

This position integrates red tape reduction initiatives with policy development process and provides project management services for projects assigned by the Assistant Deputy Minister.

The Director is the primary technical contact with the Office of the Auditor General on business planning and reporting matters. This position is also relied on to prepare briefing materials and strategic recommendations for the Executive Team, Deputy Minister, Minister and Cabinet Policy Committee in relation to business planning and reporting, policy, business continuity planning, enterprise risk management or other matters as assigned by the ADM.

Reporting to the Assistant Deputy Minister (ADM), the Director manages Corporate Planning branch operations and ensures resources are planned and directed to effectively and efficiently deliver outcomes and deliverables. In addition to developing, implementing and evaluating strategies and processes for the achievement of key outcomes, this position guides and mentors team members as they contribute to defining and achieving the unit mandate and goals.

Responsibilities

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

1. Alberta Treasury Board and Finance strategic, business and operational planning and reporting frameworks are fully integrated with, reflective of and in compliance with the government's strategic directions and priorities as well as being aligned with the government's planning and reporting cycles.

Activities:

- Leads and facilitates discussions with Executive Team and senior divisional representatives to identify the department's mission, vision, goals and strategies and develop the strategic business plan and associated measures.
 - Directs environmental scanning processes to ensure future trends and external factors are considered in the establishment of the strategic direction and three-year strategic plan for the department.
 - Directs the preparation, finalization and publication of the approved department business plan, ensuring the business plan is in accordance with government standards and links to the Alberta Government's business plan.
 - Provides direction to the department operational planning framework and facilitates development of divisional operating plans to ensure they are integrated with the business plan.
 - Through leadership at the department level and provision of consultation to business areas, ensures department representatives understand the department business plan and appreciate how their activities contribute to the department mission, core businesses, goals and priorities.
 - Develops and leads monitoring and reporting processes against strategic and business plans to support department senior management in tracking progress and making adjustments to plans.
 - Directs the development and publication of the department annual report and annual performance measures, ensuring compliance with relevant government and Office of the Auditor General guidelines and standards.
 - Integrates and tracks red tape reduction initiatives for new TBF policies.
 - Collaborates with the Office of the Auditor General to resolve issues and direct the implementation of recommendations relating to the department business plan and annual report.
2. Alberta Treasury Board and Finance has a comprehensive performance measurement framework that supports, evaluates and illustrates achievement of business plan goals and is integrated with the government's strategic direction, requirements and plans.

Activities:

 - Provides leadership and direction for the development and continual enhancement of the department's performance measurement framework.
 - Facilitates and guides the development of performance measures for the department that contribute to achievement of business plan goals; collaborates with senior department representatives to ensure performance measures are integrated with government strategic direction, the department business plan, and the department operational plan.
 - Provides advice and facilitation pertaining to the development of meaningful performance measures for divisions and core business areas; provides leadership to performance measurement committees to continually improve performance measures and their effectiveness as performance indicators.
 3. Alberta Treasury Board and Finance has a comprehensive business continuity plan that identifies critical components of business recovery in the event of emergency, disaster or pandemic; responds to the requirements of the department and key stakeholders and clients; and is fully aligned with the government's directions and guidelines, including those of the Alberta Emergency Management Agency (AEMA).

Activities:

- Collaborates with senior department representatives to develop a governance structure for business continuity planning, including identification and determination of critical services, systems and resources and development of strategic responses to ensure business continuity in case of emergency or disaster.
 - Develops, reviews and continually enhances the business continuity planning framework, ensuring appropriate documentation and dissemination of the framework; leads identification of opportunities and challenges associated with the business continuity plan and ensures appropriate responses are developed and implemented.
 - Provides direction to the implementation of the business continuity planning framework through direction of staff members, including ongoing development and maintenance of a comprehensive business continuity plan and ensuring the development and readiness of the business continuity team.
 - Directs the finalization and publication of approved business continuity plans, ensuring compliance with government direction and guidelines.
4. Alberta Treasury Board and Finance has a comprehensive enterprise risk management framework that is integrated with the department's planning and reporting frameworks and consistent with the direction of the government and Corporate Internal Audit Services.

Activities:

- Leads and facilitates discussions with Executive Team and senior divisional representatives to identify key strategic risks with potential to impact the department and develop associated plans to mitigate and/or respond to identified risks.
 - Develops and continually enhances processes and systems to ensure enterprise risk management is integrated within department planning processes.
 - Carries out environmental scanning and research to identify emerging strategic risks and potential impacts; develops associated recommendations and response strategies.
 - Directs ongoing monitoring of key strategic risks for the department and ensures reporting is completed annually.
 - Resolves issues and directs implementation of recommendations from the Office of the Auditor General regarding the enterprise risk management framework.
5. Corporate Planning branch operations are planned and managed to deliver outcomes associated with deliverables:
- Activities:**
- Leads, coaches and mentors are staff members to support continual improvement and capacity development.
 - Defines and clarifies accountabilities and responsibilities of team members to ensure alignment.
 - Directs branch activities, including prioritizing responsibilities; identifying and resolving issues; clarifying roles and responsibilities; and overseeing planning, allocation and delivery of branch outcomes.
6. The department is represented on cross-ministry, government and external business and continuity planning committees and initiatives to facilitate decision-making; communicate positions and requirements; remain aware of perspectives; and initiate and foster innovation; department interests are represented on key strategic planning and decision-making forums within the Alberta Government framework.
7. Strategic options, briefing papers, recommendations, and perspectives relating to issues, opportunities and challenges associated with business and continuity planning programs, operations and initiatives are prepared for consideration of the Assistant Deputy Minister, Executive Team and other senior department representatives.
8. Collaborative and consultative relationships and partnerships are developed and maintained with senior representatives of other government departments and other jurisdictions and organizations with interests in business and continuity planning programs to help ensure business and continuity planning policies, processes, standards and strategies are developed, implemented, promoted and evaluated within the context of government models and frameworks and industry best practices.

Problem Solving

Typical problems solved:

The Director provides leadership to the development and continual enhancement of department frameworks for business planning and reporting, business continuity planning and enterprise risk management that are fully integrated with the strategic direction and requirements of the government. This position also provides leadership for the department performance measurement and reporting frameworks, ensuring information presented meets the

requirements established by the Alberta Government and the Office of the Auditor General. All responsibilities require superior analysis, reasoning, evaluation, judgment and problem solving skills.

A major challenge for the Director is to facilitate decision-making processes involving senior department decision-makers, requiring sensitivity to the complex relationships that exist between the department, government and stakeholders. This position requires a strong awareness of the broad objectives and priorities of TBF, and must demonstrate excellent judgment and diplomacy given the politically sensitive nature of information dealt with. The Director uses facilitation, collaboration and consensus building skills to identify critical risks to TBF and develop response strategies that result in internal support, commitment and buy-in throughout the department.

Another key challenge for this position is the need to reconcile input and direction from a wide range of sources in relation to planning, reporting, enterprise risk management and performance measurement frameworks and processes. The Director must display innovative thinking to develop approaches for dealing with alternative and occasionally conflicting viewpoints. This position also needs to manage multiple planning cycles simultaneously while being responsive to unanticipated demands for guidance, solutions, and direction on a wide range of issues.

The Director functions within the context of policies, directives, and guidelines developed by Alberta Treasury Board and Finance, Treasury Board, and Cabinet. Government policies and statutes provide the mandate for the major outcomes expected of the Corporate Planning branch. Key pieces of legislation and policy that set parameters and expectations for the work of the Director include the *Government Organization Act*; the *Financial Administration Act*; *Sustainable Fiscal Planning and Reporting Act*; Regulatory Reform initiatives; and policies and guidelines established by Cabinet and Alberta Treasury Board and Finance with the input of the Auditor General, the AEMA, the Minister, and the Deputy Minister.

Types of guidance available for problem solving:

The ADM determines overall goals for the branch; assigns major responsibilities and projects; and is available for consultation and guidance as necessary. Within these parameters, the Director is delegated extensive authority to determine approaches to responsibilities and provide leadership to operations. Although guidelines and standards exist at the government level for business and continuity planning and enterprise risk management, departments are expected to design and implement specific approaches and processes that meet their unique requirements. The Director is relied on to independently develop these processes and systems, balancing department and government requirements and perspectives to deliver high quality results and outcomes.

Direct or indirect impacts of decisions:

Long-term direction for the Finance and Administrative Services division and the Corporate Planning branch are determined by senior department and government officials. The work carried out is complex and affected significantly by political decisions and priorities established in the government and department strategic and business plans. As a member of the division's leadership team, the Director is jointly responsible for achieving division goals and contributing to the achievement of relevant department goals. This position is accountable for defining priorities and objectives for the Corporate Planning branch and directing operations and associated resources to achieve goals and results.

This position is also responsible for the overall effectiveness of the department's planning, performance measurement and enterprise risk management frameworks within the context of government directions, ensuring the Executive Team is apprised of major related issues in a pro-active and consultative manner. The Director facilitates discussions with the Executive Team and other senior department representatives to determine strategic direction, identify strategic risks and associated response strategies, and determine critical operational requirements in case of disaster or emergency. Through leadership of branch staff members, the Director ensures comprehensive business continuity plans are in place and the annual report is delivered in accordance with legislated requirements.

This position is responsible for results that affect a complex department, with results having direct impact on the ability of staff members to deliver programs and achieve desired outcomes. All information and advice provided to the Executive Team, directors and managers must be well-researched, balanced and sound, with department representatives relying on strategic information, business plans, and performance measures to carry out operational planning, set organization and individual goals, and determine achievements. The Director provides consultation, advice and recommendations to senior department officials that can significantly impact strategic planning decisions and frameworks for enterprise risk management and business continuity planning. Ultimately, these decisions have the potential for considerable impact on department representatives, clients and stakeholders in terms of allocation of resources and commitments to core programs and directions.

Key Relationships

Major stakeholders and purpose of interactions:

Executive Team - Provide briefings, consultations, facilitation and strategic advice; facilitate setting of overall direction

for the business plan, business continuity plan and enterprise risk management frameworks.

Senior Division representatives - Provide advice, develops plans and collaborates on planning, reporting, performance measurement and enterprise risk management initiatives.

Other TBF managers and staff members - Develop and foster effective relationships; engage in and ensure employees have commitment to plans and related processes and are motivated to take follow-up action.

Branch Staff - Motivate, mentor and lead staff, promote growth and development, communicate priorities.

ADM/SFO - Accountable to the ADM/SFO on business and continuity planning operations and any matters related to the position.

Other ministries and agencies (e.g. Service Alberta and Red Tape Reduction; Public Service Commission; Communication and Public Engagement; AEMA; Treasury Board) - Ensure planning, reporting, enterprise risk management and performance measurement frameworks and processes meet government requirements; provide input to cross-ministry initiatives; communicate the department's perspectives; develop partnerships and effective working relationships.

Office of the Auditor General - Resolve audit enquiries and implement recommendations; consult with audit managers relating to business planning, performance measurement and enterprise risk management audits.

Required Education, Experience and Technical Competencies

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

If other, specify:

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

The Director requires in-depth knowledge of:

- government and department business plans and strategic priorities associated with business planning, performance measurement, reporting, accountability, business continuity planning and enterprise risk management
- principles, theories, concepts and best practices pertaining to business planning, performance measurement and reporting, business continuity planning, enterprise risk management and policy development
- key issues and trends affecting the department, including their impacts on business planning, performance measurement, accountability, business continuity planning, and enterprise risk management frameworks
- strategic, business, operational and project planning theories, methodologies, principles and techniques, including applicable government and department policies, processes and guidelines
- the stakeholder community affected by the department's mandate, including relevant organizations, committees, advisory groups and senior representatives
- project management, facilitation and consultation principles, methods and approaches
- the political environment within which the department operates and the decision-making processes of government
- business planning, performance measurement, business continuity planning, and enterprise risk management initiatives within public sector organizations in other provinces and territories and at national and international levels
- relevant legislation and regulations (i.e. Disaster Recovery Act; Freedom of Information and Protection of Privacy Act)
- relevant information systems and software tools used to carry out responsibilities (e.g. In Design, Microsoft Word, Excel, Access, and PowerPoint, ACKnet, etc.)

The Director requires well developed and demonstrated:

- leadership skills, including ability to gain commitment of team members; develop and articulate vision and goals; and influence diverse department representatives to accept and implement best practices in relation to business and business continuity planning, performance measurement and enterprise risk management
- strategic thinking skills, including ability to anticipate issues and determine their impact on the department as well as adopt and communicate a corporate perspective
- ability to analyze complex issues; synthesize findings; identify actions and solutions; make decisions; and develop processes to implement solutions
- consultation and facilitation skills with the ability to develop and communicate a broader and strategic approach

with respect to the department business plan, as well as business continuity planning and enterprise risk management

- verbal and written communication skills and presentation skills
- project planning and management skills, including ability to achieve results of consistently high quality within specified timelines
- interpersonal and negotiation skills, including ability to build effective working relationships, engage in collaborative activities, and build consensus

Considerable leadership, strategic management and negotiation skills are required to collaborate with a wide range of department and government representatives. This position must combine superior facilitation skills with the ability to develop and communicate a broader approach with respect to the department business plan, business continuity plan and enterprise risk management. The Director must enlist the support of representatives throughout the department, understand their perspectives and incorporate their suggestions while at the same time communicating a comprehensive vision of the department and government strategic directions.

A university degree in a related discipline supplemented by considerable years of progressively responsible managerial experience in planning, enterprise risk management, and project management or equivalent. A relevant masters, including but not limited to a MBA or MPA/MPP as well as accreditation as a Certified Business Continuity Professional (CBCP) or Associate Business Continuity Planner (ABCP) is an asset.

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"/>	<p>Integrates broader context into planning:</p> <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 	<p>To direct and facilitate the strategic and business planning documents, this position must:</p> <ul style="list-style-type: none"> - consider and plan for how current policies, processes and methods might be affected in the short, medium and long-term by broader trends - integrate in-depth knowledge of underlying issues, the political environment and potential risks when considering possible opportunities or actions. - create strategies that supports the government's vision and the department's goals - identify system behaviors that challenge the process and create plans to address them.
Build Collaborative Environments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<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 	<p>Overall this position works with and involves many key stakeholders within and across government with differing perspectives, priorities and subject matter</p>

		<p>and facilitated discussion</p> <ul style="list-style-type: none"> • Uses enthusiasm to motivate and guide others • Acknowledges and works with diverse perspectives for achieving outcomes 	<p>expertise in the delivery of business and continuity plans and the delivery of special projects. The position strives to ensure that decisions are made by consensus where possible and resolves conflict by facilitating discussions to increase understanding to create win-win scenarios.</p>
Agility	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<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 	<p>While delivering job outcomes this position must:</p> <ul style="list-style-type: none"> - be able to pivot on the spot, approaches being used to order to create opportunities for improvement and ensure that Executive Team and senior leaders time is being used effectively. - maintain awareness of changing organizational priorities and proactively shifts focus and activities as appropriate. - consistently take action and remain calm under pressure by making well-thought out decisions when there are competing and ambiguous priorities. - During facilitated sessions, support others in managing their emotions. - proactively explain how anticipated changes will affect frameworks, processes, deliverables and impacts to staff. - readily change the overall plan and implement new practices when the original approach and assumptions are no longer valid, ensuring an ongoing flow of information.
Drive for Results	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<p>Works to remove barriers to outcomes, sticking to principles:</p>	<p>To create and maintain frameworks and processes that are integral to</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 	<p>steering the overall direction of the organization, this position:</p> <ul style="list-style-type: none"> - proactively anticipates potential challenges to delivering outcomes and addresses major issues in advance, removing barriers. - holds true to principles and confronts problems directly, taking steps to rectify problem situations . - factors in the complexity of issues, and strategically aligns decisions and plans based on values, outcomes and broader organizational needs. <p>The position creates, supports and encourages the space and processes to optimize executive decision making.</p>
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Benchmarks

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