

Ministry

Transportation and Economic Corridors

Describe: Basic Job Details

Position

Position Name (30 characters)

Team Lead, Examinations

Requested Class

Program Services 4

Job Focus

Operations/Program

Supervisory Level

01 - Yes Supervisory

Organizational Structure

Division, Branch/Unit

TSS, DCVS / ELS Section / Driver Exams

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Supervisor's Position Name (30 characters)

Manager, Driver Examinations

Design: Identify Job Duties and Value

Job Purpose and Organizational Context

Why the job exists:

Driver, Carrier and Vehicle Services Branch is the licensing body and foundational entry point for individuals, drivers, carriers and vehicle programs. The branch takes a client centric approach by providing effective client support services that address operational approvals, infrastructure protection, and licensing and vehicle standards to ensure the safe and efficient movement of people and goods on Alberta roadways. The Examinations unit manages the Provincial Driver Examination Program, with a dedicated lens in the provision of commercial road testing through government employed driver examiners and a large pool of vendor commercial driver examiners.

The Team Lead, Examinations, is the operational supervisor for the team of staff and contracted Commercial Driver Examiners who provide examinations for commercial drivers to secure their licenses in compliance with relevant Program policies, regulations, and legislation. The Program also encompasses policy, standards and process for all driver examinations in Alberta, including commercial and passenger drivers and specialty licences such as for school bus drivers. This position is considered the provincial subject matter expert for examination of drivers and is relied on as a key resource for program development, management, and evaluation activities as well as consultation with industry and stakeholders. The Team Lead integrates the team's inputs and results to inform program planning and reporting.

In addition, this position supports senior management by conducting research, engagement, analysis, and development of options and recommendations for issues, policies, regulations, and legislation related to programs and managing the execution of related projects.

Responsibilities

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

Team Supervision

- Supervise day-to-day operations (e.g., lead team meetings, track, review, and approve overtime and leaves; review expenses, technical, and miscellaneous approvals).
- Implement and monitor, and adjust workflows as needed to optimize achieve operational targets and the Program mandate.
- Onboard, develop, and facilitate knowledge transfer and capacity building in new and existing staff, including the development of training plans and materials.
- Conduct regular team and individual meetings with staff to ensure clear communication on relevant information. This includes providing updates and guidance related to the scoring and conduct of road tests, as well as engaging in project work, providing workplace updates, addressing operational concerns, and staff development.
- Contribute to the development of performance agreements with staff.
- Work with management and the Public Service Commission to resolve human resource issues, and to ensure appropriate handling of any human resource concerns.
- Develop, maintain, and deliver training and documented procedures for team members in collaboration with the Manager.
- Guide staff in the resolution of issues, taking the lead for significant and complex issues.

Program Planning and Reporting

- Work with the Manager to develop operational performance measures and targets.
- Recommend unit priorities for examinations and program development.
- Develop Ministerial reports, briefings, and action request responses pertaining to the Program for submission to the Executive Team and Minister.
- Raise awareness to emerging issues of significance and participate in their resolution.
- Develop and recommend opportunities for improvements and participate in their development and implementation.
- Complete regular quality assurance practices to ensure integrity across multiple examinations and examiners, compliance with required policy and legislation, and consistency across team operations.
- Prepare and compile precise statistical and other operational reports on a regular and ad hoc basis, identifying and resolving issues as appropriate.

Program Development and Monitoring

- Conduct research and analysis to support of the provincial driver examination model, including identifying areas for innovation; compiling and analyzing results; describing advantages and analyzing risks associated with various options; and preparing information and recommendations for decision-makers and stakeholders.
- Supervise the management of records related to examination schedules and decisions, and actions taken as a result (e.g., administrative penalties) in accordance with legislation, regulation, policy and procedures.
- Contribute to the development of new processes and systems, including databases, and reference materials, implementing and administering systems on an on-going basis.
- Oversee the application and training process when a need for additional Driver Examiners are identified.
- Consult with Ministry, government, and stakeholder representatives to gain their insights to review, revise and enhance standards used by Commercial Driver Examiners so they remain appropriate, current and responsive.
- Provide content for the development of template letters, template responses, and website content to achieve consistent and effective communication to clients and external stakeholders.
- Develop, implement and evaluate systems and processes to enhance program administration, client services and communication functions associated with unit operations.

Program Delivery

- Ensure relevant information is entered into systems pertaining to driver examinations including the Transportation Safety Information System (TSIS).
- Develop and deliver documentation and communication materials to the driver examination and driver training industries and stakeholders

- Respond to escalated queries related to Program standards and processes, the Code of Conduct; driver examiner and driving instructor manuals; and other related materials.
- Oversee the application and training process related to the International Driver Examiner Certification (IDEC).
- Ensure that all Commercial Driver Examiners have what they need to complete their roles, but not limited to tablets, styluses, etc.
- Attend to road testing locations, to oversee Commercial Driver Examiners, and provide support and guidance as needed.
- Escalate areas of non-compliance to management and/or to the Oversight and Compliance team for further investigation.
- Work with the Commercial Scheduler to develop examination schedules, including relaying examiner leaves, examiner constraints, and miscellaneous testing concerns.
- Provide back-up support as needed for Commercial Driver Examiners to address workflow and operational priority.

Stakeholder Relationships and Communication

- Provide subject-matter-expertise and interpretation of policy and legislation to a diverse range of internal and external stakeholders (e.g., public, industry representatives, other sections and branches).
- Develop and maintain collaborative working relationships with stakeholders, clients and partners.
- Develop, document, and communicate materials to the driver examination and driver training industry stakeholders.
- Act as a liaison between commercial driver training school stakeholders and the Department, escalating concerns to the appropriate level as required.
- Develop and lead communications activities pertaining to standards used by the driver examination and driver training industries, including design and delivery of presentations, written materials, and associated training sessions.
- Develop and lead strategies and processes to ensure industry stakeholders are held accountable for applying driver testing and driver training standards in a consistent and appropriate manner, including development and implementation of associated mechanisms.
- Lead operational dissemination, communication and explanation of new revised legislation, regulations and policies to the driver examination and driver training industries and relevant stakeholders.
- Conduct jurisdictional scans and research legislation, policies, legal opinions, and previous cases to determine precedents for issues and liaise with other business areas, including legal, to resolve issues and concerns raised by service providers and stakeholders.

Subject-matter-expertise and Advisory Services

- Research and develop program-level reports on a range of assigned topics.
- Identify recommendations for program level changes and participate in the development and implementation of revisions and improvements.
- Provide subject-matter-expertise to inform policy, process and/or legislative changes.
- Draft responses to ministerial action requests, as required.
- Lead and participate in committees, working groups, presentations, and conferences related to driver training and driver examination, and follow ups with ministry leadership to ensure awareness of stakeholder and partner perspectives.
- Develop and deliver training, information sessions, and resource services to the registry agent network, and other stakeholders for issues related to driver examinations.
- Provide support as needed to other areas in the ministry through activities, such as the Monitoring and Compliance Branch to support compliance auditing/investigation and monitoring, commercial examinations.

Problem Solving

Typical problems solved:

- This position is considered the provincial subject matter expert for driver examinations and is relied on as a key resource for program development, management and evaluation activities, as well as consultation with industry, stakeholders, and the public for all aspects of the driver examinations program. The Team Lead must balance interests and perspectives of multiple stakeholders with the section mandate of ensuring compliance to

legislations, regulations, and standards related to the Driver Examination Program. The Team Lead must also balance more immediate operational issues with the broader Section mandate and longer-term goals, and proactively anticipate and plan for program development and management requirements.

- As the front-line supervisor, the Team Lead is challenged to identify and address diverse emerging issues that could impact the team's ability to meet operational goals. Additionally, the Team lead must balance individual needs across staff and contracted resources to ensure consistent delivery of services (e.g., supporting staff performance development, conflict mediation and resolution, determining the process going forward when differences in interpretation of policy or process arise, guiding unique or more complex situations).

Types of guidance available for problem solving:

Guidance for problem solving includes direction from management, as well as from existing legislation, policy, standards, and business plans. Professional knowledge, experience, and precedent also inform problem-solving. Attention to detail, critical thinking, communication, and influence skills are all routinely applied to deal with the complexities of this position. When dealing with complex issues, the Team Lead must assess the issue from different perspectives and considers the long-and short-term impacts of various options before recommending a path forward. Solutions might require the creation or reorganization of information, or clarification of existing requirements.

As the supervisor, guidance and support are provided to all team staff to aid their problem-solving.

This position also works within the parameters of established GoA human resources frameworks, and Branch and Section plans and priorities. Within this framework, the Team Lead has discretion and independence to determine and adjust workload priorities, assignments, and how responsibilities are performed.

Direct or indirect impacts of decisions:

The work of this position impacts:

- team planning, operations, and performance through daily team supervision.
- Driver Examinations Program policies and standards, which impact commercial and passenger licences across Alberta. Examinations and the issuance of licenses impact the safe and efficient movement of people and goods on Alberta roadways.
- the examinations and licensing of commercial drivers across Alberta and other specialized licenses.
- communication and consultation on multiple topics with industry stakeholders so that their perspectives are integrated into program plans, and their actions and behaviours adapt to changing standards, policy and legislation.
- ongoing development and evolution of program improvements, policy and legislation through the provision of subject-matter expertise.
- integration of Examinations, and Licensing Supports Unit functions and achievement of goals through collaboration with other Team Leads.

Key Relationships

Major stakeholders and purpose of interactions:

Internal

- Team - supervise the team, comprised on staff and contracted resources
- Manager - participate in Section priority planning and reporting; provide advice and research and develop reports; identify emerging issues of significance and implement solutions
- Other division units - provide subject-matter expertise on a range of Program topics, standards, policy and legislation; collaborate on common/related initiatives
- Cross Ministry working groups - provide subject matter expertise and advise on licensing and training; collaborate on common/related initiatives

External

- Contracted Commercial Driver Examiners - supervise as part of the team
- Alberta Registries through which passenger driver examinations are completed - provide Program

communications; interpret policy and legislation as needed; provide advice, resolve issues; maintain ongoing effective working relationships

- Other jurisdictions - research leading practices and similar programs; share information regarding Alberta's programs and policies; support the Manager's and Director's involvement on cross-jurisdictional committees

Required Education, Experience and Technical Competencies

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

If other, specify:

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

Education and Experience

- Bachelor's degree in related field (e.g., Arts).
- At least four years of related experience in the field of driver examinations, training or licensing. Education and experience equivalents will be considered.
- A driver examiner licence or driving instructor licence is considered an asset (new hires must be at least eligible).
- A valid Class 1 driver's licence with appropriate endorsements to be licensed as a commercial driver examiner or driving instructor and own transportation is required.
- Ability to travel extensively across the province to deliver program priorities and supervise staff who are located throughout the province. As this position supports the province, travel and overnight stays are required.

Technical Competencies, certification and/or training

- In-depth knowledge and understanding of the driver licensing, driver training and driver examination administration, legislation, regulation, business policies and procedures, user manuals and training materials.
- Sound supervisory skills and people management (e.g., recruitment, performance management, project staff management, conflict resolution), which result in respectful relationships with employees and strong team performance.
- Ability to travel extensively across the province to deliver program priorities and supervise staff who are located throughout the province is a necessity.
- Knowledge of legislation such as the *Traffic Safety Act* and related regulations, including the Operator Licensing and Vehicle Control Regulation and Driver Training and Driver Examination Regulation, *Government Organization Act*, *Freedom of Information*, *Release of Information Act*, as well as guidelines established by Government.
- In-depth knowledge of the Driver Examination Program priorities and policies and how Unit programs fit within the broader framework of traffic safety in Alberta.
- Knowledge of an ability to apply theory and approaches for program development, evaluation, and continuous improvement.
- Negotiation and conflict resolution skills, including ability to deal effectively with complex situations and difficult clients.
- Ability to balance commitment to client service within a regulatory mandate of the driver training and driver examination program.
- Function independently as well as lead and contribute effectively within a team environment.
- Demonstrate initiative, professional judgement, creativity, and flexibility.
- Highly developed training and facilitation skills, not only for the formal instructor and examiner training, but also to guide licensees to ensure policies and procedures are being upheld.
- Highly developed organizational and time management skills, including the ability to manage multiple responsibilities within a dynamic environment with heavy caseloads.
- Highly developed written and verbal communication skills, including the ability to develop and deliver recommendations to management and deal effectively with a broad range of stakeholders.

Behavioral Competencies

Pick 4-5 representative behavioral competencies and their level.

Competency	Level					Level Definition	Examples of how this level best represents the job
	A	B	C	D	E		
Systems Thinking	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<p>Takes a long-term view towards organization's objectives and how to achieve them:</p> <ul style="list-style-type: none"> • Takes holistic long-term view of challenges and opportunities • Anticipates outcomes and potential impacts, seeks stakeholder perspectives • Works towards actions and plans aligned with APS values • Works with others to identify areas for collaboration 	Stays abreast of, and champions improvements in processes and standards to meet changing needs of industry, stakeholders and the Alberta public. Fosters innovation and prevents stagnation of processes for training and licensing.
Creative Problem Solving	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<p>Engages the community and resources at hand to address issues:</p> <ul style="list-style-type: none"> • Engages perspective to seek root causes • Finds ways to improve complex systems • Employs resources from other areas to solve problems • Engages others and encourages debate and idea generation to solve problems while addressing risks 	Shares knowledge and experiences to improve operations, communication and collaboration across the team and with other stakeholders. Encourages diverse perspectives for shared problem solving for continually changing work and environment.
Build Collaborative Environments	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<p>Collaborates across functional areas and proactively addresses conflict:</p> <ul style="list-style-type: none"> • Encourages broad thinking on projects, and works to eliminate barriers to progress • Facilitates communication and collaboration • Anticipates and reduces conflict at the outset • Credits others and gets talent recognized • Promotes collaboration and commitment 	<p>Initiates staff meetings, knowledge sharing, proactive conflict negotiation and resolution, and collaboration.</p> <p>Encourages the team to think broadly about the broader impact of their decisions while maintaining compliance with policy and legislation.</p>

Drive for Results	○ ○ ● ○ ○	<p>Takes and delegates responsibility for outcomes:</p> <ul style="list-style-type: none"> • Uses variety of resources to monitor own performance standards • Acknowledges even indirect responsibility • Commits to what is good for Albertans even if not immediately accepted • Reaches goals consistent with APS direction 	Effectively works with different groups to influence action and behaviour in line with policy and regulations; leads the provision of industry communication updates and addresses industry concerns to ensure results are meeting diverse needs. Drives continual team performance improvement and initiates improvements and innovation of processes to meet emerging needs in changing environment.
Develop Self and Others	○ ○ ● ○ ○	<p>Plans according to career goals and regular development:</p> <ul style="list-style-type: none"> • Aligns personal goals with career goals • Leverages strengths; attempts stretch goals • Provides feedback and openly discusses team performance • Values team diversity, and supports personal development 	Develops and builds competence among reporting staff and supports their professional development through cross-training initiatives and providing challenging assignments etc.