

New

Ministry

Public Service Commission

Describe: Basic Job Details

Position

Position ID

Position Name (30 characters)

Dir,APSLearningProgramDelivery

Requested Class

Job Focus

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:

The Learning and Development (L&D) Branch provides strategic leadership and direction for the design and delivery of learning and talent management programs for the Alberta Public Service (APS). The Branch allows the public service as a whole to meet essential and complex goals, by ensuring learning, development and talent management programs support and enable achievement of government's strategic business objectives.

Reporting to the Executive Director (ED) of L&D, the Director of APS Learning Program Delivery leads the professional, specialized staff in the Branch who implement government-wide programming that ensures APS members can build necessary and value-added skills/competencies to effectively deliver on government priorities. The Director engages with APS clients and external vendors to achieve results.

The Director leads innovation in how current and new L&D programs/services are delivered across the APS in lines of business that include cohort programs (e.g. internships) and training. By streamlining processes, enhancing operational efficiencies, and integrating innovative delivery models while supporting positive client relationships across the province, the Director will ensure that programming is implemented effectively, efficiently and sustainably.

Responsibilities

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

1. **Service Optimization:** Programs are delivered effectively and efficiently, meeting client and organizational expectations.

To ensure seamless execution of new and established programming, the position leads activities such as:

- Implementing streamlined processes and workflows to support efficient program delivery;
- Identifying and resolving bottlenecks or challenges in service delivery operations;
- Coordinating with internal teams to ensure consistent delivery standards across all programs;
- Monitoring delivery timelines and ensuring processes are in place to proactively address delays;
- Developing systems to track and report on delivery efficiency and outcomes.

2. **Stakeholder and Client Engagement:** Strong relationships with clients and stakeholders support seamless program delivery.

To foster trust and collaboration with key stakeholders, the position leads activities such as:

- Acting on behalf of the Branch to address delivery concerns;
- Creating new forums to maintain open lines of communication with stakeholders;
- Coaching team members to consult with clients to understand delivery needs and provide responsive solutions;
- Creating systems to collect feedback from clients to ensure service delivery meets expectations and identifies areas for improvement;
- Ensuring stakeholder concerns are addressed in a timely and professional manner to maintain confidence in Branch services.

3. **Operational Efficiency:** Resources are used effectively to maximize the impact of program delivery.

To optimize the Branch's use of resources, the position leads activities such as:

- Conducting regular reviews of delivery processes to identify inefficiencies and recommend improvements;
- Establishing benchmarks and performance indicators to measure delivery success;
- Designing new initiatives to reduce resource waste while maintaining high-quality service;
- Coordinating with vendors and partners to ensure cost-effective delivery of external services;
- Preparing detailed analyses for senior leadership to support resource allocation decisions.

4. **Strategic Sourcing:** Government-wide L&D contracted services enable successful program delivery.

To ensure the most effective and cost-efficient external partnerships, the position leads activities such as:

- Overseeing the development and execution of strategic sourcing plans to secure the best approaches for program delivery;
- Monitoring market trends and inter-jurisdictional approaches, and identifying opportunities for improvements through new sourcing methods;
- Ensuring innovating sourcing approaches maintain compliance with government policies and procedures;
- Creating performance indicators to review vendor performance and recommend changes or adjustments to improve service outcomes.

5. **Change Management:** Organizational structures and approaches support efficient and effective service delivery.

To align team capacity with operational needs and strategic priorities, the position leads activities such as:

- Assessing current approaches, job duties, and workflows to identify options for enhancements;
- Leading the development and revision of job descriptions to reflect evolving organizational needs and priorities;
- Leading internal development and new recruitment efforts to build a high-performing, fit-for-purpose team;
- Leading change management strategies to support staff through changes, fostering engagement, understanding, and acceptance;
- Establishing clear performance metrics and accountability measures to evaluate the effectiveness of new structures and approaches;
- Communicating proactively with stakeholders and staff to ensure transparency and alignment throughout the reorganization process.

6. Leadership and Team Development: The L&D Branch is a high performing team, working toward the common goal of providing programs that lead to an effective and efficient public service.

The position cultivates accountability and coherence within the work unit via activities such as:

- Encouraging a collaborative and solutions-oriented team environment, particularly when issues are contentious;
- Promoting enthusiasm for the L&D mission and vision across the APS;
- Setting clear roles, responsibilities, and expectations for team members;
- Identifying and addressing performance gaps to improve team effectiveness and efficiency;
- Exercising appropriate judgment when completing tasks;
- Assuring appropriate maintenance and security of information, including appropriate disposition of transitory records.



Problem Solving

Typical problems solved:

Balancing Competing Priorities and Resources:

The Director makes decisions on how to allocate resources across multiple programs based on organizational goals and priorities. They exercise considerable independence in prioritizing competing demands, managing stakeholder expectations, and making trade-offs when resources are limited, ensuring alignment with the Branch's strategic direction and APS expectations.

Ensuring Timely and Efficient Program Delivery:

The Director independently determines options to address obstacles that could impact program timelines or budgets, such as staffing shortages or delays in approvals. They assess risks, implement corrective actions, and adjust delivery processes as needed to keep programs on track, ensuring outcomes meet the established goals and client needs.

Managing Stakeholder and Client Expectations:

The Director makes decisions on how to address conflicts and manage relationships with internal and external stakeholders, ensuring their needs are met within the framework of program policies. They have authority to negotiate solutions within broad program parameters, to balance client demands and ensure that program delivery aligns with organizational expectations.

Optimizing Service Delivery Processes:

The Director is responsible for independently identifying inefficiencies in service delivery and implementing process improvements. They make decisions on which changes to prioritize and how to integrate improvements without disrupting ongoing work, leveraging their knowledge of operational processes and stakeholder needs to drive efficiency gains.

Driving Accountability and Continuous Improvement:

The Director independently decides how to measure and ensure accountability within the delivery of programs, identifying performance gaps and initiating corrective actions. They lead the development of continuous improvement strategies, ensuring that feedback and data-driven insights are used to optimize program outcomes across the organization.

Leading Change Management:

The Director makes decisions on how to lead and implement organizational changes, ensuring staff engagement and minimizing disruption to service delivery. They exercise considerable independence in proactively addressing resistance to change, maintaining team morale, and aligning new structures with strategic goals. This involves developing and executing comprehensive change management strategies, fostering open communication, and supporting staff through transitions to ensure long-term success and alignment with the Branch's and APS's objectives.

Types of guidance available for problem solving:

The Director will work autonomously to solve problems and execute on the responsibilities outlined in the job description. Where required, the Director will have the support and guidance of peers,

the ED and GoA's legal, finance, risk management, privacy and security advisors.

Direct or indirect impacts of decisions:

The Director has direct responsibility for ensuring the efficiency, quality, and timeliness of program delivery, while ensuring ongoing staff engagement. Their decisions significantly impact the success of programs, affecting internal teams, stakeholders, and the overall alignment with APS goals. By optimizing service delivery processes and managing stakeholder relationships, the Director ensures smooth execution and fosters cooperation, which is crucial for program effectiveness. The Director's decisions also influence contract design with vendors, driving high-quality, value-driven results that meet program objectives. Through these efforts, the Director drives accountability and continuous improvement, ensuring that programs are aligned with government needs. The Director's decisions directly shape program success, stakeholder satisfaction, staff productivity, and the broader achievement of APS goals.

Key Relationships

Major stakeholders and purpose of interactions:

ED of L&D other division leadership
 Frequency: Daily.
 Purpose: The Director interacts with the ED and senior leadership to provide updates on program delivery, discuss strategic initiatives, and ensure alignment with organizational goals.

Program Teams (Internal Staff)
 Frequency: Daily.
 Purpose: The Director provides direction to internal teams to ensure smooth program execution, address operational challenges, and improve delivery efficiencies.

Stakeholders/Clients across the APS
 Frequency: Daily.
 Purpose: The Director interacts with clients across the APS to manage expectations, address concerns, and ensure that program delivery meet their needs and/or that feedback is appropriately documented.

Corporate Service Teams (e.g. Legal Services)
 Frequency: As needed, typically monthly or when specific issues arise.
 Purpose: The Director works with the corporate service teams to resolve issues and mitigate risks.

External Vendors and Contractors
 Frequency: Monthly to quarterly, depending on contract timelines and deliverables.
 Purpose: The Director confers with vendors/contractors to help ensure that strategic sourcing goals are achieved.

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:

Job-specific Experience:

- Skilled in identifying and implementing process improvements to enhance service delivery.
- Experience managing and optimizing programs to improve efficiency and stakeholder satisfaction.
- Experience in prioritizing and allocating resources to meet organizational goals in dynamic environments.
- Strong track record of building and maintaining relationships with stakeholders.
- Experience working across departments to ensure coordination and efficient service delivery.
- Experience managing budgets and ensuring programs are delivered within financial constraints.
- Expertise in contributing to strategic initiatives to achieve long-term goals.
- Experience leading and mentoring teams, ensuring high performance and continuous improvement.
- Familiarity with government financial processes and regulations.

Skills and Technical Competencies:

- Strong leadership and supervisory skills.
- Strategic thinker and problem solver.
- Strong communicator.
- Results driven mindset.
- Strong knowledge of machinery of government.
- Strong conflict resolution skills.
- Strong project management skills.
- Ability to navigate APS IT systems.

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		
Drive for Results	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<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 	<p>The Director ensures their team meets performance goals by monitoring progress, taking responsibility for both direct and indirect outcomes, and making decisions aligned with the best interests of the Branch and the APS, even if those decisions face initial resistance.</p>
Agility	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<p>Works in a changing environment and takes initiative to change:</p> <ul style="list-style-type: none"> • Takes opportunities to improve work processes • Anticipates and adjusts behaviour to change • Remains optimistic, calm and composed in stressful situations • Seeks advice and support to change appropriately • Works creatively within guidelines 	<p>The Director proactively identifies opportunities to improve work processes, adapts to changing priorities, remains calm and focused during high-pressure situations, and works creatively within organizational guidelines to drive change.</p>
Creative Problem Solving	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<p>Focuses on continuous improvement and increasing breadth of insight:</p> <ul style="list-style-type: none"> • Asks questions to understand a problem • Looks for new ways to improve results and activities • Explores different work methods and what made projects successful; 	<p>The Director asks probing questions to fully understand challenges, explores new methods to improve service delivery, gathers diverse data and perspectives, and shares insights from successful projects to drive continuous improvement.</p>

		shares learning • Collects breadth of data and perspectives to make choices	
Systems Thinking	<input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>	Considers inter-relationships and emerging trends to attain goals: • Seeks insight on implications of different options • Analyzes long-term outcomes, focus on goals and values • Identifies unintended consequences	The Director evaluates the long-term implications of different options, considers the broader impact on organizational goals and values, and identifies potential unintended consequences to ensure informed, strategic decision-making.

Benchmarks

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

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
Supervisor / Manager Name	Date yyyy-mm-dd	Supervisor / Manager Signature
Director / Executive Director Name	Date yyyy-mm-dd	Director / Executive Director Signature
ADM Name	Date yyyy-mm-dd	ADM Signature