

## New

Ministry

Health

### Describe: Basic Job Details

#### Position

Position ID

Position Name (30 characters)

Director, Procurement Strategic Services

Requested Class

Senior Manager (Zone 2)

Job Focus

Operations/Program

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

PSOS, Procurement Strategic Services Branch

☐

Supervisor's Position ID

Supervisor's Position Name (30 characters)

ED, Procurement Strat Servs

Supervisor's Current Class

Executive Manager 1

### Design: Identify Job Duties and Value

#### Job Purpose and Organizational Context

Why the job exists:

The Procurement and System Optimization Secretariat (PSOS) is responsible for overseeing all health care procurement activities for the Alberta healthcare system, in compliance with relative legislation and policy. The PSOS mandate ensures efficient, open and transparent procurement processes are maintained to support Alberta's health service delivery organizations, provincial health care agencies and partners. The Strategic Procurement Services Branch supports these health care stakeholders to meet essential and complex program goals, by leading or facilitating cost effective procurements in a fair and equitable manner, in alignment with health care standards, national & international trade agreements and provincial legislation.

The Director is responsible for multiple functions that underpin procurement of goods and services for the health authorities including policy, process development and improvement, engagement and training, and reporting. The Director is also a focal point for healthcare applications and technologies including supply chain management systems and GoA procurement systems such as the Alberta Purchasing Connection (APC), which are used across the GoA, Agencies, Boards and Commissions (ABCs), and the MASH sector (municipal governments; publicly-funded academic institutions; school boards; and health and social service entities). The scope of responsibility is cross-sector wide.

The Director ensures unit functions are implemented in compliance with Ministry and GoA legislation, regulations, and strategic priorities and meet the needs of internal and external stakeholders. The Director leads the unit to achieve results in an effective and productive manner and to foster a collaborative, nimble culture that delivers strategic business and

financial outcomes for the Secretariat. The Director works collaboratively with executive and senior leaders across all GoA health care partners, departments, agencies and service providers, to advance the goals and priorities of the division and department.

## Responsibilities

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

### Procurement Standards - Policy and Process

- Engage and collaborate with cross-sector partners on the development and maintenance of the Alberta Health's procurement policy framework, including updates to corporate policies, directives and guidelines (e.g. Procurement Accountability Framework, Direct Purchase and Administrative Practices (DPAP), etc. to ensure consistent application of procurement practices across the health care system.
- Oversee the development of policy options, proposals and briefing materials in alignment with the current political environment, and the strategic priorities of the department, the Minister, the Government of Alberta, stakeholders, and Albertans, as appropriate.
- Direct procurement process optimization, including articulation of current process, consultation on enhanced processes, and development of new processes.
- Establish and present policy and process procurement recommendations in line with applicable legislation, trade agreements and government priorities.
- Oversee policy and process development for PSOS
- Oversee process development and improvement to generate clear and streamlined processes.
- Develop and lead strategies to enhance awareness and understanding of applicable legislation and trade agreements.
- Direct and foster change management strategies to support adoption of modernization changes and enhance compliance to current policy, standards and processes.

### Procurement Engagement and Training

- Oversee implementation and maintenance of Alberta Health's Cross-Sector Engagement Program to foster ongoing dialog with cross-sector stakeholder community through multiple channels that enhances their understanding of and ability to participate in procurement for health care commodities and services.
- Chair or participate in working groups to facilitate cross-sector collaboration, collate best practices and support engagement initiatives as well as industry specific engagement within departments.
- Liaise with the federal government, other provinces, and Alberta's public sector to maintain awareness and integrate related legislation, agreements and leading practices.
- Oversee development and delivery of training, resource tools and templates to meet cross-sector authorities needs and specific ministry needs so that policy, standards and processes are consistently applied to achieve a one-sector approach.
- Represent PSOS in ministry, cross-sector, and cross-government committees and working groups.

### Procurement Reporting

- Direct and present cross-sector reporting, including GoA Sole Source Disclosure, and Alberta-wide Trade Agreement reporting.
- Develop and implement strategies to enhance regular and ad-hoc reporting.
- Review and/or draft regular and ad-hoc reports and summaries as part of the formal approval chain.
- Review and approve changes to branch processes to foster consistency in all program reporting.
- Provide input and advice on executive decisions regarding the strategic direction of procurement based on interpretation of regular and ad-hoc reports.

### Procurement Systems Modernization

- Support development and work with multiple stakeholders to identify and prioritize development and implementation of system wide application services that meet end user and business needs.
- Present executive leaders with technology and sourcing strategies to successfully implement and improve cross-sector procurement and contracting solutions.
- Oversee multiple modernization projects related to health care initiatives required or lead by PSOS.
- Collaborate with Alberta Health Information Services division and the Department of Technology and Innovation to integrate business requirements into the evolution of supply chain procurement systems.

- Ensure business processes are identified, documented and prioritized in line with applicable policy, and health system requirements.

#### Stakeholder Relationships

- Work collaboratively with branch, division, department and cross sector staff to ensure coordination and integration of functions that support procurement.
- Provide advice and guidance to cross-government stakeholders on the application of procurement policies and guidelines.
- Build pathways with other branches and divisions to facilitate procurement framework changes and to enhance adoption of current policies, standards and processes.
- Lead and foster change management initiatives to support procurement modernization.

#### Unit Leadership

- Develop and lead the implementation of the PSOS operational plan in alignment with division plans and priorities.
- Ensure alignment with ministry and GoA frameworks in all unit activities.
- Manage Branch human resources (i.e. recruitment, tracking of performance agreements and learning plans) and financial resources.
- Provide guidance and leadership, when needed, to address and resolve escalated issues related to procurement functions.
- Coach and mentor staff fostering a collaborative culture that is agile, inclusive, and embraces innovation.
- Direct development of ministerial and ministry briefings, background documents, and correspondence in an accurate and timely manner, reviewing documents (e.g. Action Requests, Briefing Notes) prior to submission to the Assistant Deputy Minister's Office.

#### Procurement Services Branch Leadership

- Raise awareness to emerging issues of significance and participate in the resolution.
- Provide advice and recommendations to the division leadership team, as needed, to shape responses their decision-making.
- Participate in planning, and priority setting processes for the Branch.
- Synthesize and report on plans and results achieved by the Branch to inform division planning and reporting, as needed.
- Support the Executive Director's engagement on committees.
- Serve as acting Executive Director as needed.

### Problem Solving

Typical problems solved:

- Integration of unit functions and guiding change management: Procurement functions led by the Director are interconnected and there can be multiple, concurrent changes to the procurement system, process and policy. Procurement policy and processes must be broad enough to address common and unique stakeholder needs in as streamlined manner as possible. The Director is challenged to articulate for executive leaders and the unit management team, the impact of one change to other elements of procurement (e.g. How does a policy or process change impact how cross sector stakeholders will be impacted and adopt the change. Adding to complexity is the need to articulate value propositions for change and to lead related change management strategies across diverse ministries where there can be resistance to adjust current practice.
- Systems thinking, agility and collaboration are essential to understanding impacts across different stakeholders and to get buy-in and compliance.
- Unit Leadership: The Director is also challenged to knit together the new suite of unit functions, so they move together in a coordinated and efficient manner with significant internal collaboration.
- System modernization: The Director is challenged to synthesize multiple inputs to recommend system modernization options that provide enhanced integration, system wide efficiencies and/cost savings for Albertans and the health care system.

#### Types of guidance available for problem solving:

When solving problems, the Director considers opportunities, risks, and potential impacts, within the context of existing legislation, regulations, policies, and procedures to achieve the required objective in the most efficient and effective manner. A network of internal and external stakeholders contributes to assessing opportunities and risks. Knowledge of past precedents and practices, professional experience, knowledge of Government operations and broad direction provided by the Executive Director are also sources of guidance.

Some solutions may require the creation or reorganization of information, while others will require clarification of existing requirements. The Director synthesizes and evaluates multiple inputs to produce innovative options, insights, and recommendations, and successfully communicates recommendations to division and department executives. Executive leaders rely on the Director to demonstrate confidence in the validity, accuracy, and rigour of the evidence that supports advice and recommendations to build a path forward when problems arise.

#### Direct or indirect impacts of decisions:

The work of this position impacts:

- the ongoing evolution of the procurement framework for the Alberta's health care partners that include GoA departments, health care agencies and service providers. The cross-sector procurement framework impacts how all sector partners procure commodities and services for their operations in ways that meet their specific needs.
- robust development of policy, standards, and processes as well as engagement with stakeholders to ensure an integrated approach to procurement and compliance with trade agreement mandates in a fair, transparent procurement environment.
- effective engagement and training with the vendor community and all health care partners.
- pathways for collaboration across the healthcare sector to achieve common Government outcomes and priorities; operational direction and results achieved by the unit in line with division and department priorities.
- advice and recommendations provided to executive leaders and government officials related to procurement through standards and ad hoc reports.

## Key Relationships

#### Major stakeholders and purpose of interactions:

##### Internal

- Executive Director and ADM - provide advice, updates, and recommendations to address complex issues related to procurement.
- Unit staff - lead the management team to achieve goals; manage human and financial resources; sustain a positive working environment and team culture.
- Other branches or sector partners - collaborate on initiatives related to procurement; provide advice and guidance on strategies; interpret procurement requirements; foster change.
- Representatives of other ministries - resolve escalated procurement issues; interpret procurement policy and process and foster adoption of current requirements; consult on future changes and emerging issues.

##### External

- Vendor community - engage at senior leadership levels to identify system and process needs and to resolve escalated procurement issues; interpret procurement policy and process and foster adoption of current requirements; consult on future changes and emerging issues.
- Federal Government Departments - liaise regarding changes to relevant procurement requirements, trade agreements, legislation etc.
- Other jurisdictions including other provinces - share and liaise regarding leading procurement practices.
- Cross-sector partners - identify system and process needs and to resolve escalated procurement system issues; interpret procurement policy and process and foster adoption of current requirements; consult on future changes and emerging 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:

Related field such as business, public administration etc.

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

### Experience

- 7+ years of directly related experience.
- Several years of progressively responsible management experience.
- Experience leading and fostering change.
- Experience planning and completing complex, interconnected program leadership.
- Certification in professional procurement is an asset.

### Technical Competencies, certification and/or training

- Knowledge of concepts, principles, and practices associated with procurement lifecycle functions in large enterprises.
- Knowledge of relevant legislation, trade agreements, and relevant contract law.
- Knowledge of information technology system concepts to modernize procurement and supply chain systems
- Strong project management acumen.
- Technical computer literacy to utilize information management systems and software tools (e.g., Microsoft Office, SharePoint).
- Leadership and team building skills to foster innovation and guide staff and ability to provide the line of sight for the branch to meet executive needs.
- Strong service delivery orientation.
- Exceptional communication skills and application of different strategies to work with different audiences.
- Political acumen and sensitivity to read and navigate sensitive situations.
- Skill in applying principles and approaches for building and sustaining effective relationships.
- Knowledge of relevant stakeholder groups and their broad perspectives to inform plans, projects, and decisions.
- Exceptional planning and coordination skills.
- Skill in applying theory and principles for process development and evaluation.
- Policy and standards development knowledge and experience.
- Ability to articulate advantages and value of specific approaches to gain consensus and implementation of common processes across division (e.g., consistent application procurement processes).
- Ability to take a holistic and longer-term view of challenges and opportunities for branch business.
- Interpersonal and collaboration skills to work with others to identify and address interdependent activities.
- Creative thinker about what is possible.
- Strong consultation and negotiation skills.
- Ability to foster a culture of trust, innovation, and collaboration, removing barriers to the achievement of outcomes.
- Well- developed problem-solving skills to anticipate obstacles and plan for next steps, providing a clear rationale for the path forward.
- Agility to proactively shift focus and activities in response to changing organizational priorities.

## 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: • Plans for how current situation is affected by broader trends	Takes a holistic view of multiple, interconnected procurement functions that are essential to achievement of the government's strategic

		<ul style="list-style-type: none"> <li>Integrates issues, political environment and risks when considering possible actions</li> <li>Supports organization vision and goals through strategy</li> <li>Addresses behaviours that challenge progress</li> </ul>	priorities; considers how change in one function will impact other functions and the longer-term impacts of making changes to policies, documents or processes.
Drive for Results	○ ○ ○ ● ○	<p>Works to remove barriers to outcomes, sticking to principles:</p> <ul style="list-style-type: none"> <li>Forecasts and proactively addresses project challenges</li> <li>Removes barriers to collaboration and achievement of outcomes</li> <li>Upholds principles and confronts problems directly</li> <li>Considers complex factors and aligns solutions with broader organization mission</li> </ul>	Clarifies objectives and taps into a variety of available resources to achieve results in line with Branch, Department and GoA requirements; forecasts potential challenges and collaborates with staff and other division leaders to mitigate negative impacts and resolve issues; strives to produce branch deliverables that meet division and department needs.
Creative Problem Solving	○ ○ ○ ● ○	<p>Works in open teams to share ideas and process issues:</p> <ul style="list-style-type: none"> <li>Uses wide range of techniques to break down problems</li> <li>Allows others to think creatively and voice ideas</li> <li>Brings the right people together to solve issues</li> <li>Identifies new solutions for the organization</li> </ul>	Manages challenges that require the use of facilitation, collaboration and consensus building with others. Engages different perspectives in seeking out root causes.
Develop Self and Others	○ ○ ● ○ ○	<p>Plans according to career goals and regular development:</p> <ul style="list-style-type: none"> <li>Aligns personal goals with career goals</li> <li>Leverages strengths; attempts stretch goals</li> <li>Provides feedback and openly discusses team performance</li> <li>Values team diversity, and supports personal development</li> </ul>	Leads a team of diverse professional and administrative staff, who perform multiple and diverse functions; promotes; fosters a positive culture and teamwork.

## Benchmarks

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

M420-53 Director, Financial & Administrative Operations