

Update

Ministry

Infrastructure

Describe: Basic Job Details

Position

Position ID

Position Name (30 characters)

Director, PM&I

Current 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)

Organizational Structure

Division, Branch/Unit

Capital Projects Delivery, Prog Mgmt & Integration

Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

ADM, Capital Projects Delivery

Supervisor's Current Class

Design: Identify Job Duties and Value

Changes Since Last Reviewed

Date yyyy-mm-dd

Responsibilities Added:

- Support for the Health and Government functions and activities that support the planning, design and implementation of major capital projects within the province.
- The last job description was drafted in 2014 when the position was within the Learning Facilities Branch. Since that time, the branch has evolved significantly. This job description provides a current overview of the position scope and responsibilities.

Responsibilities Removed:

- Managing responsibilities for post secondary and modular classroom program.
- Direct administration of multiple grants assigned to the branch.

Job Purpose and Organizational Context

Why the job exists:

The Program Management and Integration (PM&I) Branch coordinates all functions and activities that support the planning, design and implementation of school facilities, health facilities and government facilities major capital projects within the province. The branch works closely with the division project delivery branches across the three

disciplines (Government Facilities Branch, Health Facilities Branch North and South, and Learning Facilities Branch) and with other branches across the department (e.g., Finance). Responsibilities include tracking and reporting the status of the multi-billion-dollar government, Health and K-12 capital portfolios; financial management of the multi-billion-dollar K-12, health, and government capital portfolios; and school capital grants administration. PM&I also standardizes division data management and reporting processes, which foster consistency and efficiency in project reporting and eliminates redundancies. Regular and ad hoc reports are consolidated and presented to division and department leaders for capital funding allocations and to inform decision-making. This position is also relied on to provide consultation and advice to support innovation and the evolution of all primary branch functions.

The Director ensures branch functions are implemented in compliance with Ministry and Government of Alberta (GoA) legislation, regulations, and strategic priorities and meets the needs of the division project delivery branches. The Director manages the branch 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 Capital Projects Delivery Division. The Director works collaboratively with executive and senior leaders across all division branches and with other department branches 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:

Branch Functions Oversight

- Direct the prioritization and planning for branch functions and ad hoc requests for analytics and/or report requests.
- Ensure information systems, file management systems, and data within financial management systems (e.g., PMFT and PRS) are current and complete across all division branches.
- Review 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 project reporting.
- Direct future development and implementation/oversight of databases and planning tools as required, ensuring that the tools meet the data management and reporting needs of the division and department.
- Provide guidance and leadership, when needed, to address and resolve escalated issues related to branch functions.

Stakeholder Engagement and Advisory Services

- Sustain strong working relationships and communication with other division branch leaders to facilitate information sharing, project financial management, tracking, and reporting.
- Build pathways with other branches to facilitate PM&I operations.
- Build and sustains networks with internal stakeholders in other divisions to facilitate delivery of continuous process improvements and changes to department project tracking systems (e.g., PRS and PMFT).
- Engage division branch leadership, the ADM and DM to ensure PM&I services meet their needs.
- Promote the Branch mandate across the division and department to foster clarity around when branch functions are, and could be, utilized.

Branch Leadership

- Develop and lead the implementation of the Branch's 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.
- Lead processes to enhance and sustain clarity in branch roles and responsibilities.
- 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.

Division Leadership

- Provide advice and recommendations to the division leadership team, as needed, to shape responses their decision-making.
- Participate in policy, planning, and priority setting processes for the division.
- Synthesize and report on plans and results achieved by the branch to inform division planning and reporting, as needed.

- Work collaboratively with branch, division, and department staff to ensure coordination and integration of functions that support capital project delivery and project management.
- Partner with other units and branches to foster collaboration, innovation, and efficiencies in continuous improvement of division and department priorities.

Problem Solving

Typical problems solved:

- PM&I delivers multiple functions to distinct division branches that deliver a broad range of capital projects across Alberta. The Director is challenged to ensure that project financial tracking and reporting processes are common and consistent across branches while also meeting the specific branch and project needs.
- Assurance for the integrity of project financial data is paramount so that reports are accurate and public investments in capital projects are efficiently utilized. This requires the Director to ensure that PM&I staff are close enough to project teams to understand the project and provide tailored supports, yet removed enough to ensure that branches have current and complete data entered into systems and follow standards and processes and meet required timelines.
- The Director is also challenged to sustain capacity in the Branch for ad hoc requests and guide PM&I staff to develop fulsome responses in a timely manner. The Director balances current operations with foresight to anticipate, plan for, and integrate future financial management and reporting needs.

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 contacts across the division and department contribute to assessing opportunities and risks. Knowledge of past precedents and practices, professional experience, knowledge of Government operations and broad direction provided by the Assistant Deputy Minister 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:

- comprehensive and timely regular and ad hoc reporting of multiple factors related to capital project delivery for government, health and learning facilities. Reporting provides the consolidated division status of project delivery and budget status, which provides transparency in utilization of public funds, and progress of several capital projects within existing project plans.
- research and analysis of data and information from across the division to respond to ad hoc inquiries.
- trusted and effective working relationships and processes between the branch and other branches to effectively implement consistent reporting processes and to foster current, complete, and accurate project data entry into multiple databases.
- operational direction and results achieved by PM&I.
- achievement of division and department priorities.
- pathways for collaboration across the division, department and with other departments to achieve common Government outcomes and priorities.
- evolution of project tracking systems by representing division business and process needs.

Key Relationships

Major stakeholders and purpose of interactions:

Internal

- ADM - provide advice, updates, and recommendations to address complex issues related to financial management, tracking, and reporting of capital projects; direct the branch response to ad hoc inquiries.
- Branch staff - lead the branch to achieve its goals; manage human and financial resources; sustain a positive working environment and team culture.
- Division Leadership Team - Sustain close working relationships between PM&I and each branch; collaborate on issues management and ongoing evolution of capital project delivery tracking and reporting; advise senior and

executive leaders on significant issues and opportunities and participate in issue resolution.

- Other department branches (e.g., Finance, Project Management Centre of Excellence) - Collaborate on initiatives related to financial management, process development and project managements systems to foster timely, accurate and complete financial management and reporting of capital project delivery across Alberta.
- Representatives of other ministries (e.g., Health, Education) - liaise as needed to supporting government, health, and K-12 projects; participate on cross-ministry committees; collaborate on projects.

External

- Not Applicable

Required Education, Experience and Technical Competencies

Education Level	Focus/Major	2nd Major/Minor if applicable	Designation
Applied Degree	Business		

If other, specify:

--

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

- Post-secondary degree in a related field plus 7+ years of directly related experience.
- Several years of progressively responsible management experience developing and leading teams and functions to produce successful results and positive outcomes.
- Experience with capital planning and projects is an asset.
- Experience planning and completing complex tracking and reporting functions is an asset.
- Experience working with complex project budget and financial information.
- Knowledge of concepts, principles, and practices associated with capital project planning.
- Advanced knowledge of budget and contract management and oversight involving multifaceted projects.
- Knowledge of information systems and data management techniques used in the development, management, evaluation and monitoring of capital project plans and project management activities.
- Technical computer literacy to use utilize information management systems and software tools (e.g., Excel, 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.
- Knowledge of ministry and government priorities to apply to all branch plans and operations.
- 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 division stakeholder groups and their broad perspectives to inform plans, projects, and decisions.
- Exceptional planning and coordination skills.
- Knowledge of different approaches for analytics and analyses of data in new ways.
- Skill in applying theory and principles for process development and evaluation.
- Standards and process knowledge experience.
- Ability to articulate advantages and value of specific approaches to gain consensus and implementation of common processes across division (e.g., consistent application of documents or process).
- 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.
- 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"/>	<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>Takes a holistic view of multiple, interconnected functions that are essential to achievement of division financial tracking and monitoring goals and priorities; considers how change in one function will impact other functions and the longer-term impacts of making changes to documents or processes.</p>
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> <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>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.</p>
Creative Problem Solving	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<p>Works in open teams to share ideas and process issues:</p> <ul style="list-style-type: none"> • Uses wide range of techniques to break down problems • Allows others to think creatively and voice ideas • Brings the right people together to solve issues • Identifies new solutions for the organization 	<p>Manages challenges that require the use of facilitation, collaboration and consensus building with others. Engages different perspectives in seeking out root causes.</p>
Develop Self and Others	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	<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 	<p>Leads a team of diverse professional and administrative staff, who perform multiple and diverse functions; promotes; fosters a positive culture and teamwork.</p>