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| Working Title<br><b>Manager, Gaming and Horse Racing Policy</b> |   | Name  |                          |
| Position Number<br><b>New</b><br><b>Permanent</b>               | Reports to Position No.,<br>Class & Level | Division, Branch/Unit<br><b>( )</b>                       | Ministry<br><b>SARTR</b> |
| Requested Classification<br><b>g</b>                            |   | Levels to Deputy Minister (Not including incumbent level) |                          |
| Dept. ID  |   | Project Code (if applicable)                              |                          |

**POSITION SUMMARY:** Briefly describe the main purpose of the position, and why it exists for the most part (See PP [Slides 28-32](#)).

Reporting to the Director, the Manager is responsible for policy development and providing expert advice to senior and executive leadership, the Deputy Minister, and Minister on matters relating to Alberta's gaming and horse racing industry.

The Manager will be required to provide recommendations and advice to executive management, identify risks and mitigating solutions, alongside the development of any required materials (briefing notes, presentations, policy documents, etc.). Materials developed by the Manager will be used to facilitate the policy decision-making process of executive leadership so they can make evidence-based decisions relating to Alberta's Gaming and horse racing industry..

Gaming and horse racing policy development work impacts multiple ministries and agencies, and the Manager will lead cross-ministry and cross-agency engagement in addition to external stakeholder management. Gaming and horse racing policy – and stakeholder engagement on this issue – is complex, requiring a high degree of political acumen and judgement.

The Manager will also work with a variety of government departments to identify and assess cross-ministry implications of key policies. The Manager will be required to develop strong working relationships with cross-ministry partners to meet the initiative/project objectives and work with staff across government to ensure the effective development of required materials. The Manager will work closely with Alberta Gaming, Liquor and Cannabis to coordinate a unified approach to Gaming and horse racing policy development across government and its agencies.

The Manager will provide leadership and day-to-day management of assigned initiatives and projects related to the development and implementation of policies related to Alberta's gaming and horse racing industry and will ensure that the policy underpinning the strategy aligns with government priorities. Most of these initiatives and projects have a complex nature and are likely to require creation of project proposals, action plans, reports and presentations.

This position provides a unique opportunity for a wide-reaching policy analysis to support a high-profile project, showcase complex project management skills, and create lasting impacts on the gaming and horse racing sector in Alberta. The position may also be required to perform other duties related to Ministry's priorities, as assigned.

**SPECIFIC ACCOUNTABILITIES:** List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described (See PP [Slides 20-27](#)).

1. *Provides expert policy advice to senior and executive leadership on Alberta's gaming and horse racing industry.*
  - Work on major policy and planning projects, including development, review, evaluation and implementation of policies related to Alberta's gaming and horse racing industry, policies pertaining to other related matters, and corporate policy priorities in support of the ministry's planning objectives, as required;
    - Support the Director to implement each stage of the policy development cycle – issue identification; research and analysis; options development; decision making; implementation; evaluation/performance management; adjustments based on the evaluation; and consultation.
  - Participate in writing, review, and preparation of policy, regulatory and appointment packages for Senior/Executive leadership approval to achieve high quality, accurate, integrated and coordinated policy development that supports the Ministry's and Alberta government's policy objectives.
  - Plan, design, and schedule work to meet requirements and deadlines.
    - Ensure accurate and up-to-date research and document the research results.
    - Prepare written materials, such as Briefing Notes, Requests for Decision, Meeting Requests, and other documentation, informed by research.
    - Use research to inform legislative, regulatory, and policy changes associated with a range of initiatives that supports the department's strategic plan.
  - Guide key policy documents through the legislative/regulatory planning cycle/process.
  - Prepare reports, recommendations, briefing materials, and make presentations to management and/or external stakeholders for information and/or input/decisions. Implement approved policy and programs, as required.
  - Coordinate the collection and analysis of divisional input and draft ministry-wide responses to requests from other Alberta departments, or Albertans submitting Action Requests.
2. *Coordinates stakeholder engagement, building relationships, supporting collaboration and liaising regularly with relevant GoA ministries, agencies, and external stakeholders.*
  - Identify stakeholders, assess their priorities and communication preferences, and maintain an up-to-date stakeholder list.
  - Organize stakeholder engagement activities, including scheduling and logistics matters, preparation of required materials, and summarizing input received to inform policy development.
  - Provide regular written updates to stakeholders and act as point of contact for inquiries and feedback.
  - Draft Ministry correspondence on stakeholder issues, as required.
  - Establish and maintain positive and effective working relationships with key stakeholders to gain a better understanding of their priorities and advance the department's interests.
  - Effectively represent Service Alberta and Red Tape Reduction's priorities in cross-ministry initiatives, discussions, and committees, as well as in engagement with external partners.
    - Effectively represent Service Alberta and Red Tape Reduction's senior officials' (Minister, Deputy Minister, Assistant Deputy Ministers, and senior management) interests and priorities in policy discussions with internal and external stakeholders.

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- Serve as a liaison communicating with Alberta Gaming, Liquor and Cannabis in support of the development of Alberta's gaming and horse racing policies, including the timely exchange of information.
  - Report back to management on matters of significance.
- 3. *Aligns policy development with government priorities, identifying and mitigating risks and anticipating and communicating impact of proposed changes on stakeholders and government revenue.*
- Identify and evaluate complex and sensitive issues that impact policy development, government revenue, industry stability, and relevant stakeholders, determine mitigation strategies for identified issues, and brief Senior/Executive leadership to facilitate discussion and advice.
  - Conduct accurate research and analysis on topics such as best practices, frameworks, performance measures, processes, policy, and planning models/templates.
  - Review legislation, policy documents, revenue modeling, technical reports, jurisdictional scans, and administrative and academic journals to ensure accuracy and fulsome analysis.
- Develop recommendations and identify options to address risks through effective interpretation and application of research findings, including revenue implications and stakeholder impact.
- Analyze interprovincial, cross-ministry, and departmental policy documents, overseeing and drafting briefing materials to provide accurate fiscal advice to Senior/Executive leadership to advance government priorities.
- 4. *Provide policy support across the Branch to help ensure alignment between multiple streams of work and bridge any gaps.*
- Write, contribute, review and edit content of documents, as required, and help ensure key Ministry and Departmental documentation adheres to the Government of Alberta's relevant standards, guidelines, and requirements.
- Initiate and lead implementation of processes to improve the overall performance of the work unit, fostering innovation and efficiency.
- Provide coaching and mentoring to junior staff, to support skills development of team members.

**KNOWLEDGE/EXPERIENCE:** Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position (See PP [Slides 33-37](#)).

**Technical Skills:**

- Experience in policy development and analysis, including drafting of the relevant materials such as cabinet reports, briefing notes, correspondence, interjurisdictional scans, presentations, etc.
- Expertise in public sector project management and planning, as well as related policies, standards and guidelines and the policy development processes.
- Advanced research skills, as well as detailed knowledge of best practices, established methodologies and techniques for complex project management.
- In-depth knowledge of branch, divisional, departmental, as well as GoA mission, vision, goals and strategies, etc.
- Robust knowledge of the government decision-making processes and structure, including the roles of Economic Diversification Policy Committees, Treasury Board, and Cabinet.
- Working knowledge of the GoA's procurement process, including experience drafting Requests for Proposals, Expressions of Interest, and contract management.



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- Ability to analyse and assess complex materials and issues.
- Ability to write in a clear and concise manner.
- Ability to foster trusting and dependable working relationships with stakeholders.
- Highly developed interpersonal and conceptual skills as well as strong written and verbal communications skills to clarify, identify, and communicate issues and ideas to others.
- Strong attention to detail and accuracy.
- Excellent analytical skills, and a grasp of detail to assess complex issues and propose appropriate solutions and recommendations.
- The ability to work under pressure with many competing priorities and tight timelines.
- The ability to use strong project management skills to coordinate complex initiatives.
- Aptitude for problem solving and decision making, as well as mature judgment, tact and diplomacy.
- Computer proficiency utilizing Windows-based applications (such as Word, Excel, Outlook, SharePoint, and PowerPoint).
- Knowledge of ARTS would be considered an asset.

#### **Leadership & Management Skills:**

- Demonstrated leadership skills to plan, lead and facilitate cross-divisional and cross-ministry teams.
- Well-developed critical, and analytical thinking skills, including the ability to lead and direct staff and stakeholders involved with complex and diverse initiatives and projects.
- Highly effective judgement, collaboration, mediation, conflict-resolution training/teaching, and organizational skills.
- Well-developed political acumen to be able to navigate politically sensitive issues.
- Well-developed and experienced in analytical, written/verbal communication, public speaking/presentation, planning, research, skills.
- Well-developed problem-solving skills, along with the exercising of good judgment and discretion to assist in resolving problems as they occur and to make timely decisions leading to successful completion of assignments.
- Excellent leadership skills, including strong negotiation, team building, and people skills.
- Extensive planning and organizational skills in designing, scheduling and monitoring concurrent assignments, which may involve multiple stakeholders and diverse requests.
- Understanding of the project management processes – integration, scope, time, cost, quality, human resource, communications, procurement, and stakeholder management.
- Creativity and originality to provide functional analysis and solutions to business requirements and problems.
- Commitment to continuous improvement and innovation.
- Demonstrated self-motivating and self-directing skills, including ability to adapt to changing direction, and a positive approach to the job.
- Demonstrated personal accountability over the projects' progress and results.
- Ability to assist in the management of a wide variety of issues, mobilizing resources, and finding innovative solutions to complex issues and problems.

#### **People Skills:**

- High level of empathy and professional demeanour for dealing with senior and executive management and external stakeholders.
- Exercises high degree of political acumen in external and internal communications.
- Ability to navigate one-on-one meetings and prepare and deliver group presentations.
- Respectful to all people and groups.
- Understanding of others and the complex business requirements of the ministry and partnering agencies.
- Clear communication and promotion of ideas so they are understandable to a variety of audiences.
- Negotiation with departmental managers and executives, stakeholders, and agency partners.
- Planning, organizing, controlling and effectively using talents of everyone assigned to support project tasks.
- Motivation of a large diverse group of people within and without the ministry to accept and commit to strategic plans and project work plans.

#### **Education:**

- A university degree in a relevant area of expertise (e.g., law, business, economics, public administration, etc.), plus 5 years related experience.
- Equivalencies may be considered on a case-by-case basis, where a potential incumbent demonstrates a successful track record with a combination of education and directly related experience in managing projects.
- Significant understanding of Alberta government policy development and decision-making processes.
- Knowledge of Alberta government business planning, reporting and decision-making processes and structures.
- A broad-based understanding of Alberta government statutes that affect the department.

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- Knowledge of the gaming (online and land-based) industries (including horse racing) and the implications of these for Alberta would be an asset.

**Training/Experience:**

- Extensive experience in policy development and analysis, including the preparation of briefing materials.
- Management experience in a diverse and complex environment with professional staff.

**LEADERSHIP AND BUSINESS KNOW-HOW:** Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples (See PP [Slides 38-40](#)).

**Leadership:**

- Proven leadership ability with the ability to manage multiple complex issues while delivering results.
- Proven ability to complete in-depth analysis of complex and wide-ranging issues.
- Proven ability to use innovative approaches and find creative solutions to issues.
- Sound human relations skills to manage and lead people and teams.
- Proven interpersonal skill sets.
- Emotional and social intelligence.
- Negotiation skills.
- Conflict Resolution.
- Mediation.
- Crucial Conversations.
- Performance Management.

**Business Know-How:**

- Knowledge of project and related planning processes.
- Knowledge of the GoA's procurement and contract management process.
- Knowledge of legislation and policies that impact the ministry's businesses.
- Knowledge of the ministry's needs, environment, and issues, to achieve the ministry's (as well as related GoA) goals and objectives.
- Knowledge of project and planning theories and concepts and best practices, including risk management, organizational performance, and performance measurement.

**PROBLEM SOLVING:** Describe difficult or challenging situations the position is typically expected to solve and the assistance available (See PP [Slides 41-43](#)).

Assistance and direction is provided by the Director to discuss and rationalize the approach and issues relating to the services being delivered by the incumbent.

The Manager is required to demonstrate a high level of analytical and problem-solving — participating in policy development processes, as well as collaborating with internal and external stakeholders, as needed, and project planning appropriately, to achieve positive outcomes.

As a new initiative, many policies have minimal written comparator policies and established practices, requiring creative thinking and an excellent understanding of legislative, regulatory, and policy requirements (e.g., the federal legislation such as the Criminal Code, as well as provincial legislative requirements such as the *Freedom of Information and Protection of Privacy Act*). The Manager must demonstrate excellent judgement and diplomacy given the complex relationships that exist between different categories of stakeholders.

Examples of areas where problem solving, and creative thinking are expected include:

- Policy Analysis: The Manager will be required to work with internal and external stakeholders and GoA ministries and agencies to ensure project outcomes support sound, evidence policy-oriented solutions and that these are clearly and effectively communicated in the form of briefing materials.
- Building Relationships with Stakeholders: The Manager will be required to establish alliances with various partnering and stakeholder groups (i.e. other ministries and departments, agencies, private gaming and horse



**PROBLEM SOLVING:** Describe difficult or challenging situations the position is typically expected to solve and the assistance available (See PP [Slides 41-43](#)).

- **Navigating and Managing Complex Issues:** The Manager is responsible for managing and coordinating multiple initiatives as a part of one integrated system, including project activities such as policy or regulatory changes, negotiations with partners and stakeholders, communication plans, etc. The manger will be expected to bridge any gaps between different streams of work.

**RELATIONSHIPS/CONTACTS:** Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken) (See PP [Slides 44-46](#)).

| Clients                       | Frequency            | Nature and Purpose of Contact  |
|-------------------------------|----------------------|--|
| <b>INTERNAL</b>               |                      |  |
| Director, ACGP                | Weekly (as required) | Provide briefings on emerging policy issues;<br>Provide succinct weekly project updates;<br>Consult on complex issues related to projects and other assignments, as required |
| Executive Director, ACGP      | As required          | Consult on complex issues related to projects and other assignments and provide project updates, as required   |
| <b>EXTERNAL to Department</b> |                      |  |
| External stakeholders         | Regular and ongoing  | Establish and actively manage engagement activities  |

**IMPACT AND MAGNITUDE OF JOB (SCOPE):** Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples (See PP [Slides 47-49](#)).

The incumbent's work affects the entire department and is focused on and affects a large and significant clientele—including key agencies working with the Ministry and external stakeholders and partners. This work will impact government revenue, as well as broader social and economic frameworks throughout the province.

Under the leadership and direction of the Director, the incumbent is required to provide leadership and direction in organizing and planning for various and complex assignments and policy initiatives. The incumbent must have a sound knowledge of the ministry, programs, and issues facing the department.

The incumbent works with cross-ministry and external stakeholders to ensure Ministry objectives and timelines are met.

The incumbent works with senior management within the branch in the development, evaluation and implementation of policy and initiatives leading to effective business and operational decision making and policy development in support of regulatory and policy changes.

**CHANGES SINCE LAST REVIEW:** What significant changes have occurred in your job, from the last review (See PP [Slides 50-51](#)).

**COMPARABLE POSITIONS:** List comparable GoA benchmarks (See PP [Slide 52](#)).

**ORGANIZATION CHART:** A current organization chart that includes supervisor, peers and staff **MUST** be attached. Include whether employee is permanent, wage, temporary or contract and indicate position numbers (See PP [Slide 53](#)).