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Common Government

Guide Benchmarks Competencies

New

Ministry	
Justice	
Describe: Basic Job Details	
Position	
Position ID	Position Name (30 characters)
	Director, Modernization & IMT
Requested Class	
Senior Manager (Zone 2)	
Job Focus	Supervisory Level
Corporate Services	01 - Yes Supervisory
Agency (ministry) code ? Cost Centre ? Program Code: (ente	r if required)
Employee	
Employee Name (or Vacant)	
Organizational Structure	
Division, Branch/Unit	
SSII, Modernization, IMT & Research	Current organizational chart attached?
Supervisor's Position ID Supervisor's Position Name (30 characters) Supervisor's Current Class
ED, Modernization, IMT & Rsch	Executive Manager 1

Design: Identify Job Duties and Value

Job Purpose and Organizational Context

Why the job exists:

Alberta Justice helps ensure that all Albertan have access to a fair and accessible justice system where the rule of law is upheld. Working alongside partners in the judiciary, law enforcement, public safety, and health, the ministry provides programs and services that ensure access to justice and support the needs of Albertans involved in the justice system. Within the ministry, the Strategy, Support and Integrated Initiatives (SSII) Division partners with stakeholders to translate broad ministry priorities into meaningful plans and initiatives which are supported by high-quality evidence and forward-thinking approaches. The department is modernizing the way we deliver services to provide an improved user experience for our clients, reduce administrative burden on staff, and enable sustainability of programs. In partnership with Technology and Innovation, JUS is modernizing its service delivery to simplify and enhance programs for Albertans interacting with the justice system.

Reporting to the Executive Director, Modernization, IMT, & Research Branch, the Director of Modernization and IMT is responsible for leading and directing a unit of service transformation professionals. The unit (two teams) provide expertise and strategy leadership on the timing and scale of IT product modernization as well as coordination of service transformation initiatives across the ministry's divisions.

The purpose of the unit is to lead business area large modernization and service transformation projects and initiatives, guiding them from a vision through to implementation. This involves research, analysis,

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plan development, design, process mapping, identification of implications and business requirements for system development, change management, and training. The Director and unit have multiple projects underway at any given time, ranging from short through to large scale initiatives.

The Director's key accountability is to provide a range of services to senior leaders in order to transform legacy systems into new accessible architecture, or implement significant ministry-wide initiatives in order to make business modernization goals/priorities a reality. The Director ensures work is aligned with the overall direction of the ministry - such as digitization, Red Tape Reduction, GOA IMT policy frameworks, and the ministry Business Plan. This includes speaking to the feasibility of initiatives, understanding who needs to be involved and updating senior leaders on progress, risks, and costs. The Director plays a significant role in making key modernization and IMT legacy projects a reality, therefore is often called upon to advise senior leaders regarding the selection and prioritization of strategic initiatives.

Responsibilities

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

- 1. Provides expertise and advice to senior leadership for strategic decisions pertaining to modernization initiatives.
- Works with senior officials and leaders throughout the ministry to facilitate understanding, interpretation and vision development for modernization initiatives.
- Provides information and support to help ministry leadership prioritize and make realistic and informed decisions on modernization initiatives.
- Completes risk, impact and opportunity analysis for potential initiatives through internal and external engagement and consultation.
- Through research, planning, and consultation with ministry staff and other external stakeholders, makes recommendations for how to proceed with modernization vision, including the introduction of new leading practice and innovation.
- Approves strategic plans for the team with respect to how to achieve modernization goals and initiatives.

2. The Director provides leadership to a group of direct reports and colleague subject matter experts in the modernization strategy/legacy and architecture services to a range of complex ministry objectives and initiatives.

- Acts as a liaison with Technology & Innovation in the coordination and prioritization of ministry technology projects and modernization initiatives.
- Provides leadership to staff and team as they break down vision into tangible goals research and analyze options to ensure feasibility, cost, and consideration of other implications.
- Ensure the development of clear scope and plans for the provision of agreed upon services.
- Provides status updates, including risks, opportunities and mitigating options for initiatives, supporting the relevant ADM/ED steering committees.
- Uses consultation, conflict management, and relationship building skills to ensure resolution of complex issues between different partners/stakeholders while maintaining fair and equal representation of the diverse stakeholder needs.
- Ensures Ministry priorities are reflected in the operation plans of the unit.
- 3. Leads business modernization and IMT projects through analysis of leading edge practices in justicebased programming and service delivery to inform design, technical requirements and implementation.
- Provides strategic direction for the development and implementation of business improvement

methodologies (e.g. Lean Six Sigma, Systemic Design) for departmental modernization initiatives to ensure a consistent approach to business process development.

- Provides leadership to bring the relevant stakeholders together to design the re-engineered business processes (mapping and analyzing existing processes, identifying disconnects, gaps and unproductive activities, and developing and documenting re-engineered business processes) required to make modernization initiatives a success.
- Ensures all implications are considered such as policy, training, HR, FOIP, finance, reporting, legislation, technology, and engage those required to develop solutions.
- Provides direction for the identification, development, and enhancement of business processes that underpin the new way of doing business in relation to the delivery of social-based assistance programs and services across the province.
- Provides strategic direction to ensure collaboration with senior department leadership and partnering ministries to review, assess and resolve issues and roadblocks associated with business process re-engineering efforts.
- Provides leadership in ensuring consistent and comprehensive broad communication and change
 management strategies are in place for modernization initiatives. In particular the Director takes
 the leadership role in identifying the need and impact of these strategies for all design aspects of
 department initiatives, ensuring proper change management and working closely with
 Communications.
- 4. Provides leadership, strategic direction and oversight to the various units under the Director's responsibility.
- Promotes an environment where staff collaborate, are productive and accountable for their work.
- Bolsters cross-team communication to enable smooth flow of information and coordination across department strategies and business areas.
- Builds and maintains relationships with staff.
- Leads and manages the team to meet goals.
- Ensures that the unit is leading edge and looking across the province, country and elsewhere for best practices and opportunities to learn and improve how we do business.
- Guides the management of human, financial and business resources.
- 5. Fosters a positive team environment and culture.
- Support and lead the branch operations by representing the perspective of the unit and providing expert advice and consultation.
- Provides the Executive Director and other executive leaders with advice and recommendations for emerging issues, opportunities and challenges.
- Participates in branch planning, works with other Directors and management staff to synthesize opportunities and results to improve outcomes for Albertans.
- Leads teams in the development of briefing materials, correspondence and ARTS documents to ensure executive division and ministry representatives have appropriate input for decision making.
- Represents the Branch, Division and Ministry perspectives and objectives to working groups and committees internal and external to the Ministry and GoA.
- Ensures all expenditures for the unit are expended in accordance with financial operating policies

Problem Solving **?**

Typical problems solved:

- Problem solving involves large systems and complex analytical developmental thinking. Position works
 within policies, practices, standards, and department business plans, with some situations which are
 unstructured requiring developmental and analytical work in reaching solutions. Position must ensure
 the department has an appropriate tactical and strategic plan for its modernization and legacy IMT
 system initiatives, and is required to identify innovative solutions and to ensure effective and timely
 delivery of solutions and systems management to the department.
- Identification of innovative solutions and use of technology to achieve departmental plans and priorities.
- Negotiation of cost-effective contracts for delivery of systems solutions (e.g. Annual Supplementary Operating Agreements, Out of Scope projects).
- Ensuring timely and effective delivery of modernization and management services and program resolution to the department.
- Ensuring the department has an appropriate tactical and strategic plan for the deployment of multiple product teams in delivery and maintenance of systems and solutions.

Types of guidance available for problem solving:

Resolution of issues may be guided by legislation, departmental policies and procedures, department business plans and strategies and outcomes of government reviews. Expertise and coordination may be sought with leadership teams in Technology & Innovation or within ministry divisions. Guidance will also be provided by the ED, Modernization, IMT & Research Branch and Executive Team.

Direct or indirect impacts of decisions:

- As a member of the branch Senior Management team this position contributes significantly to the strategic direction of branch programs and services. As a member of the SSII leadership team, this role contributes significantly to the development and continual enhancement of strategic services policies, programs, resources, IT systems, and services and the achievement of strategic and business plan goals.

- This position directs and promotes the modernization of processes and services, which involves humancentered design, process redesign, data analysis, new technology and adapting to the ever-changing and complex needs and expectations of Albertans and professionals interacting with the justice system. The work of this team directly impacts Albertans and front-line staff by reducing reliance on manual practices, paper-based processes, legacy IT systems, and rudimentary data.

- This position is designed to be the in-house department authority on certain IT systems, and within budgeting constraints, is accountable for the IT infrastructure and processes within in the Modernization, IMT, and Research branch.

- Subject to management committee approval, position has the freedom to establish IT standards, guidelines, policy, and procedures in the department. Its actions provide important support to the functions of the Ministry.

- Position recommends approaches to achieve effective solutions that support the department's business plan and objectives, providing guidance to both outsourced partners and to departmental management on the use of information technology.

- This position must be able to deal with all levels of internal and external resources involved or affected by the delivery of information technology solutions in support of the department's programs. This requires extensive and current knowledge of technical directions, strong communication and negotiation skills, strong problem solving skills, and the ability to set appropriate policy and recommend effective use of technology.



Key Relationships **?**

Major stakeholders and purpose of interactions:

Internal

- Executive Director Frequent and ongoing Provide updates and recommendations; receive guidance as to JUS divisions' directions and priorities; identify opportunities and recommend solutions.
- Other members of the Division Leadership Team Frequent meetings and informal contact ongoing to ensure alignment and coordination with broad and specific issues within the division.
- Leadership teams across Divisions Frequent contact in meetings and informally as needed to ensure coordination and collaboration to achieve intended goals and outcomes as set by government and implementation of initiatives.

 Technology and Innovation - Frequent and ongoing - To ensure coordination and integration of initiatives affecting shared stakeholders, sharing of data to inform strategic development. Development of modernization roadmaps will be developed in consultation with Technology and Innovation, in alignment with GoA's Digital Plan and Data Strategy.

- Ministry representatives (e.g., HR, Finance) Frequent and ongoing Resolve issues; exchange information; and collaborate on initiatives
- Other ministries Frequent and ongoing to ensure coordination and integration of initiatives affecting shared stakeholders, sharing of data to inform strategic development.

External

• Other levels of government - Contact as required to obtain data, share and learn about best practices, to coordinate implementation of initiatives, provide direction and gather information.

• Province-wide stakeholder organizations including judiciary - contact as required to obtain data and share information.

• Albertans that interact with justice programs and services - Obtain feedback and data.

• Consultants and contractors that report to this position, or are provided by IT service delivery.

Required Education, Experience and Technical Competencies

Education Level	Focus/Major	2nd Major/Minor if applicable	Designation
Bachelor's Degree (4 year)			
If other specify:			

If other, specify:

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

University graduation in a field related to the position assignment, supplemented by 6 years progressively responsible experience. Related experience or education may be considered as an equivalency on a one for one basis.

Skills required:

• Consultation, interpersonal, and facilitation skills to consult, negotiate, and resolve conflict with senior representatives and stakeholders having often widely varying perspectives, expectations, requirements, and priorities.

• Leadership and influencing skills to promote innovation, build consensus, motivate others to accept and adopt innovative concepts and approaches, and lead teams.

- Interpersonal and negotiation skills and diplomacy to support senior SS Division and Ministry representatives and advance their decisions and priorities for SS.
- Relationship management skills to develop and maintain collaborative working relationships within the Division, across the Ministry, and with stakeholders.

 Critical, analytical, research, and problem solving skills, including ability to analyze complex issues and information, determine risks, identify options, and make decisions in alignment with strategic and business

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plan goals.

• Organizational change and transition management skills and leads effectively within a complex organization and continually changing business environment.

• Lead projects with other ministries that support the delivery of Community and Social Services and other ministry programs

• Lead succession planning initiatives, demonstrate commitment to leadership development, continuous improvement, innovation and building capacity.

- Policy building
- Negotiation and mediation

Work experience required:

- Human centered design and agile project management.
- Management of service delivery.
- Management of outsourcing agreements.
- Strategic and operational planning.
- Re-engineering of business processes.
- Quality assurance of information technology solutions.
- Relationship Management and demand management

Behavioral Competencies

Pick 4-5 representative behavioral competencies and their level.

Competency	A	В	Leve C	l D	E	Level Definition	Examples of how this level best represents the job
Systems Thinking	0	0	0		0	Integrates broader context into planning: • 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	 Digital delivery and transformation will involve systemic design changes and communication with stakeholders and alignment with government wide strategy. Implementing and maintain Justice's modernization roadmap and provide simple, modern and accessible digital service across Justice's main service offerings to clients, the legal community, and service providers. Considers and plans for how current policies, processes and methods might be affected in the short, medium, and long- term by broader trends.



Develop Networks	Makes working with a wide range of parties an imperative: • Creates impactful relationships with the right people • Ensures needs of varying groups are represented • Goes beyond to meet stakeholder needs • Ensures all needs are heard and understood	 Required to form and maintain working relationships and partnerships with Technology and Innovation, within Justice, and partner Ministries Responsible for working with leadership teams, IT partners.
Build Collaborative Environments	Involves a wide group of stakeholders when working on outcomes: • Involves stakeholders and shares resources • Positively resolves conflict through coaching and facilitated discussion • Uses enthusiasm to motivate and guide others • Acknowledges and works with diverse perspectives for achieving outcomes	 Collaborates effectively with IT partners, delivery and program areas, branch colleagues. Promotes positive conflict resolution by identifying issues and facilitating discussion and/or coaching others to constructively resolve conflict. Develops workplace atmosphere and culture to encourage innovation, taking appropriate risks, and engaging in the transformation of justice system programming and delivery in Alberta.
Drive for Results	Works to remove barriers to outcomes, sticking to principles: • 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	 In creating a modernization strategy, there will be a need for strong and consistent leadership to move forward with the digitization and modernization of products and services and ensuring the needs of the users are met and all stakeholders are a part of creating the value in the information.



	Holds true to principles and confronts problems directly; takes steps to rectify problem situations, even if they prove unpopular.
	complexity of issues, and strategically aligns decisions and plans based on values, outcomes and broader

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		
		Remove Signature	Add Signature	
		,,,		
Director / Executive Director Name	Date yyyy-mm-dd	Director / Executive Director Signature		
		Remove ADM Signature	Add ADM Signature	
ADM Name	Date yyyy-mm-dd	ADM Signature		
		Remove DM Signature	Add DM Signature	
DM Name	Date yyyy-mm-dd	DM Signature		

