

Ministry

Transportation

## Describe: Basic Job Details

### Position

Position ID

Position Name (30 characters)

Project Director

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

Construction & Maintenance/Major Capital Projects

☐ Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

Supervisor's Current Class

## Design: Identify Job Duties and Value

### Changes Since Last Reviewed

Date yyyy-mm-dd

Responsibilities Added:

Responsibilities Removed:

### Job Purpose and Organizational Context

Why the job exists:

Reporting to the Executive Director, Major Capital Projects, this position is responsible for delivery of transportation construction and rehabilitation programs within and around the City of Calgary. Major and complex projects including the West Calgary Ring Road and Deerfoot Trail are included in these programs. Administration of complex contracts using a variety of delivery methods (P3, DB, DBB) and all related tasks such as allocation of resources, planning,

scheduling, tendering, delivery, contract drafting, contract and claims management, and turnover to operations. Contributes to priority settings of the related programs. Interacts directly with other business units: Bridges, Property, Operations, and Infrastructure for matters relating to capital delivery of provincial urban projects. Manages and delivers cost share projects with municipalities. Engages engineering consultants for a multitude of project assignments and administers their contracts. Manages and monitors capital budgets for the Branch in the \$500 million per annum range. Provides direction and supervision of human resources.

## Responsibilities

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

- **Outcome: Achieve client satisfaction in the delivery of projects that meet the essential functional needs of Alberta Transportation. This outcome is achieved by:**
  - Successfully leading the planning of execution, programming, design, and construction stages of projects;
  - Establishing desired outcomes and measuring/reporting performance of the projects according to the contracts;
  - Coordinating with intradepartmental areas as required (Procurement, Risk Management & Insurance, Operations, Region, etc.); and
  - Implementing effective proactive contract management practices, flagging potential issues, and taking appropriate action, where required.
- **Outcome: Achieve agreed objectives of scope, schedule, cost and quality of transportation projects. This outcome is achieved by:**
  - Ensuring appropriate application of knowledge, tools, skills and techniques to plan, execute, control, monitor and close capital projects with respect to the contractual scope, cost and schedule constraints;
  - Planning and implementing appropriate project delivery methods to deliver cost-effective, quality projects; i.e. design-build, P3, conventional, etc.;
  - Liaising with Technical Standards Branch to ensure that technical requirements are consistent with other those applied to other Regions.
  - Ensure scope of work and quality requirements are achieved;
  - Successfully resolving contractual conflicts and other project conflicts with consultants/contractors;
  - Implementing effective ongoing communication with leadership and stakeholders;
  - Promoting the branch mandate and role within the ministry and to clients and stakeholders; and
  - Developing and implementing strategies to ensure consultants and stakeholders are consulted to ensure the needs of the stakeholders are considered.
- **Outcome: Ensure staff provides quality services, while complying with departmental objectives and policies and developing an effective team within the branch using both departmental resources and private sector consultants. This outcome is achieved by:**
  - Developing and maintaining an effective staffing plan, performance goal setting and evaluation, branch goals/objectives and updated project delivery process, and definition of roles and relationships within the branch and with other branches;
  - Leading management of consulting agreement administration, participating in consultant selection and feedback reporting;
  - Leading and supporting staff working in cross-functional teams with clients and stakeholders, and communicating relevant Ministry and government goals, priorities, and processes;
  - Planning and directing the efficient and effective use of staff and financial resources to ensure achievement of Branch, Division, and Ministry goals;
  - Supporting knowledge transfer and skills development across the engineering and technical resources in the Division to support a knowledgeable owner and longer term succession planning.
- **Outcome: The Department/Division are supported in achieving the mandate, goals and operations. This outcome is achieved by:**
  - Providing accurate and timely information in the form of briefings and correspondence for Ministerial and senior management action;
  - Providing the Assistant Deputy Minister and other senior Ministry representatives with advice and consultation relating to project issues, opportunities, and challenges.

- Representing the Branch, Division, and Ministry on cross-government and client/stakeholder working groups and committees with diverse mandates and responsibilities;
- Assisting the Executive Director and other Construction Managers in formulating input for all transportation development in the surrounding Regions.
- Participating in policy, planning, and priority setting processes within the Division and Ministry;
- Assisting in performance measurement of the Branch and specific projects as related to capital project delivery; and
- Assuming the role of Project Sponsor for the programs listed above.

## Problem Solving

Typical problems solved:

- High level of intensity for contract administration and coordination of various projects in capital construction.
- Must possess high degree of understanding of the overall program and how the individual projects, contracts and stakeholders interact, and the ability to proactively identify and mitigate potential issues/claims arising from contractors and/or consultants.
- Must lead the execution of major and complex projects of high visibility, e.g. interchange projects, major highway greenfield and brownfield projects, geotechnical, structures, and access management.
- Must be highly organized to actively manage a robust document management system for the filing and easy retrieval of numerous contractual letters, schedules, contractor's progress reports, technical reports, consultant proposals, agreements, etc..
- Must deal with land acquisition, access modification, and various stakeholders impacted by roadway improvements.
- Must deal with utility companies, negotiating utility crossing and relocation agreements as necessary, executing and monitoring utility relocations as necessary.
- Proactively identifying, assessing, mitigating, tracking, and resolving contractual claims, disputes, conflicts; requires good judgment, thorough examinations of all pertinent documents, and engagement of appropriate supporting resources such as Alberta Justice and Solicitor General.
- Resolving technical problems that may cause changes to design or construction requirements, impacts on cost-effectiveness of projects, environmental, stakeholder commitments, etc.
- Acting as the Project Sponsor and representative for the department, engaging with stakeholders in a timely way using diplomacy.
- Creative and analytical thinking in evaluating different situations involving new initiatives, value engineering, new technologies, and innovative proposals presented by the consulting and contracting industry, life cycled costs, value management principles.
- Meets periodically with CPMC to review and analyze problems arising from all areas of construction operations and other stakeholders to arrive at possible solutions and maintain consistency and uniformity across the Regions.

Types of guidance available for problem solving:

**Executive Director, Regional Management Team**

Direct or indirect impacts of decisions:

- Must maintain uniformity of construction standards and specifications towards the construction industry through the engineering consultants, and consistent with Technical Standards Branch and other Regions. Be fair and equitable when decisions are made.
- Engineering consultants' performance and work outputs are measured on the success of delivering the various transportation programs in a quantifiable system of project tracking and monitoring. Consultant Performance Evaluations carry 30 per cent of the weighted value towards consultant selection for projects.

- High degree of coordination and planning the execution of projects with the input of Executive Director and team.
- Operational decisions regarding priorities, scheduling, changes in programs, delays, etc. and how they will affect the consulting industry, contracting industry, the impact on safety, budget commitments, and government priorities established for key projects.
- Position has wide scope. Problem solving is complicated and requires consideration of several issues broader than the program.

## Key Relationships

Major stakeholders and purpose of interactions:

### Internal

- Management and staff - Keep Executive Director and staff informed of work activities, discuss issues. etc.
- Regional Managers Group - Address broader issues that interact with the region internally and externally.
- Construction Group, Regional Director, Bridge Manager, Infrastructure Manager, Construction Engineers, Property Manager and others - Review and track process on capital projects, budget controls, and the impact on regional projects.
- Inter-departmental: Technical Standards, Program Management Branch, Professional Services, and others. - Coordinate work activities, administer budgets, decision making, environmental protection, discuss numerous agreements, contract specification conflicts.

### External

- City of Calgary, Counties - Deal with delivery of projects that have direct or indirect impact to surrounding or nearby municipalities. Liaise with their engineering representatives, review budgets, standards, technical inquiries, responds to media inquiries, as necessary.
- Media - responds to media inquiries as necessary with coordination with appropriate stakeholders. Deal with news media contacts, open houses.
- Public -Telephone/written correspondence concerning design/construction inquiries, traffic safety during construction, concerns, department policies, right-of-way, and impact on landowners affected by construction.
- Contractors - Document management, proactive identification and mitigation of issues related to contractual matters, resolve claims and disputes not dealt with by Consultants, and interpret specifications.
- Engineering Consultants -Ensure proper fulfillment of contractual obligations to support the department in the development and delivery of capital projects. Review proposals, technical standards, budgets, monitoring activities, etc.

This portfolio includes major and complex projects that are highly visible to public and impact numerous stakeholders and requires good understanding of the various parties, processes, and communications requirements.

## Required Education, Experience and Technical Competencies

Education Level	Focus/Major	2nd Major/Minor if applicable	Designation
Bachelor's Degree (4 year)	Engineering		PEng

If other, specify:

Project Management certificate would be an asset

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

### Knowledge Required:

Comprehensive knowledge on the fundamentals of contract administration. Knowledge and experience in delivering major, complex transportation projects using alternative delivery methods (P3, DB), traditional contracts (DBB), and potentially others. Full understanding of the Ministry, liabilities and responsibilities, awareness of public safety requirements, legal implications, engineering standards and applications, property and land, relevant legislative acts, policies, guidelines, technical manuals, etc. – *Highway Traffic Safety Act, Public Highways Development Act, Financial Administration Act, Public Service Act, Planning Act, Occupational Health and Safety Act, Alberta Environmental Protection Act*, - Policies/directives, numerous technical manuals, Authority Matrix, etc.

**Skills Required:**

Extensive experience in administering contracts for large and complex transportation projects.

Extensive leadership and interpersonal skills in working with internal and external professionals involved in multi-disciplinary areas.

Extensive management and supervisory skills.

Strong human relations including team building, partnering, coaching and motivation skills.

Sound "big picture" thinking with strong problem solving and decision making skills in a timely way.

Excellent written and verbal communication skills.

Ability to deal with complex issues involving various stakeholders.

**Education/Training Required:**

The position requires strong leadership skills, knowledge of contract management and administration, bridge engineering and construction, gained through the completion of a University Degree in Civil Engineering with considerable experience in contract administration of highly complex and large projects and transportation engineering. Eligibility for an APEGA membership.

**Work Experience Required:**

Five to eight years transportation related experience, in-depth knowledge and experience on delivery of large and complex highway construction projects, including design, operation and maintenance, traffic management and safety, leading employees, administering programs, assessing and managing risk, experience in dealing with municipal councils, developers, consultants and the public.

For purposes of maintaining our status as a knowledgeable owner this position will participate in activities with respect to delivering assigned components of in-house designs and project management.

**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 checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<p>Takes a long-term view towards organization's objectives and how to achieve them:</p> <ul style="list-style-type: none"> <li>• Takes holistic long-term view of challenges and opportunities</li> <li>• Anticipates outcomes and potential impacts, seeks stakeholder perspectives</li> <li>• Works towards actions and plans aligned with APS values</li> <li>• Works with others to identify areas for collaboration</li> </ul>	
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"> <li>• Uses variety of resources to monitor own performance standards</li> <li>• Acknowledges even indirect responsibility</li> </ul>	

		<ul style="list-style-type: none"> <li>• Commits to what is good for Albertans even if not immediately accepted</li> <li>• Reaches goals consistent with APS direction</li> </ul>	
Agility	○ ○ ● ○ ○	<p>Identifies and manages required change and the associated risks:</p> <ul style="list-style-type: none"> <li>• Identifies alternative approaches and supports others to do the same</li> <li>• Proactively explains impact of changes</li> <li>• Anticipates and mitigates emotions of others</li> <li>• Anticipates obstacles and stays focused on goals</li> <li>• Makes decisions and takes action in uncertain situations and creates a backup plan</li> </ul>	
Develop Networks	○ ○ ● ○ ○	<p>Leverages relationships to build input and perspective:</p> <ul style="list-style-type: none"> <li>• Looks broadly to engage stakeholders</li> <li>• Open to perspectives towards long-term goals</li> <li>• Actively seeks input into change initiatives</li> <li>• Maintains stakeholder relationships</li> </ul>	

## Benchmarks

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