

Update

Ministry

Describe: Basic Job Details

Position

Position ID

Position Name (30 characters)

Current Class

Job Focus

Supervisory Level

Agency (ministry) code

Cost Centre

Program Code: (enter if required)

Employee

Employee Name (or Vacant)

Organizational Structure

Division, Branch/Unit

 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:

This role has changed in following significant ways since the last review.

1. In April 2022, Program Financial Support was reorganized back to Student Financial Services. This means Program Financial Services reports under the program area in which the financial management is applicable too. The manager must continue to create strong working relationships and collaborate with Financial Services managers and directors.

2. The manager is the only managerial financial expert of the ministry with extensive knowledge for payments, revenue, cancellations, grant to loan conversions and tax slip amendments for Student Financial Services. The unit is responsible for extensive oversight, collaboration, providing feedback and monitoring actuals to budget/forecast, ensuring internal controls and accountability to reduce risk at the service provider and with our internal and external partners and seamless financial assistance is provided for the student.

3. Student Financial Services is undergoing CSFAP Integration - a three year project starting in 2025. The manager sits on the steering committee and various working groups to ensure the financial management

portion of the program is fully represented both strategically and operationally as many of the changes affect PFS team , business processes, and internal controls. This will be a complex project and the manger requires a fully designated CPA to lead this important initiative as it will be complex and requires in depth understanding of the processes and policies.

4. New work:

a. Oversee and review PCCCB's analysis on Private Career College compliance to validate millions of dollars of ineligible funding.

b. CSFAP Integration and the integration of the disbursement avnd repayment aspects of the Alberta Student Loan portfolio and various policies.

5. In 2024, PFS was moved under a new director with Operational Policy. This new unit is Operational Policy & Finance. Providing new collaboration in order to tie in policy with finance. PFS expertise is required in policy costing analysis.

Responsibilities Removed:

In February 2024, the Foundational Learning Supports and Delivery financial management and the two staff associated with this work were move under FLSD. Allowing PFS to fully focus on the Student Financial Services portfolio.

Job Purpose and Organizational Context

Why the job exists:

The Manager, Program Financial Support (PFS) provides overall leadership for the PFS Unit including the provision of direction and guidance on complex financial, business, and systems issues. As the financial and business expert for Student Financial Services, the Manager is responsible for internal financial accountability and reporting mechanisms and ensures timely and accurate transactions including loan and grant program payments, revenue transactions, student award cancellations, adjustments, grant to loan conversions and tax slip amendments. The Manager is also responsible for monitoring and providing financial information to support the preparation of the annual department budget, loan provisions, scholarship forecasts/cash flows, revenue transactions, year-end journal entries and loan portfolio analysis.

The Manager has a significant responsibility in developing, defining and analyzing financial and internal control requirements for business and system processes related to the issuance of student funding while ensuring integrity and accountability for accurate processing of loan, grant and scholarship payments to students and revenue received.

This position provides expertise to support strategic planning, portfolio analysis of the \$4.5 billion loan portfolio and decision making by providing information, analyzing proposed changes to program resource implications and systems, identifying impacts of federal and provincial program changes to business and system used; identifying and defining requirements for enhanced information systems, financial records and accountability mechanisms.

The Manager is the primary liaison with the Office of the Auditor General (OAG) for Student Financial Services, a role that is of primary importance to the Ministry's public and internal face, given that the large portfolio of loans and transactions is the foremost area of interest for the OAG within the ministry.

The manager is responsible for a team of 7-8 staff. This includes coaching, mentoring, training, and dealing with employee issues, as well as ongoing business transformation and modernization.

Reporting to the Director, Operational Policy & Finance, the Manager performs all work in accordance with relevant federal, provincial and professional legislation, policies and guidelines.

Responsibilities

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

1) Leadership and direction is provided to unit staff facing consistently changing practices while effectively using superior management practices, working and collaborating with the Public Service Commission to ensure HR policies and the collective agreement requirements are followed and maintaining a positive, productive and effective work environment.

o Comply with relevant legislation such as Financial Administration Act, Fiscal Planning and Transparency Act,, Alberta Student Financial Assistance Act and Regulations, Alberta Heritage Scholarship Act and Regulations Savings Fund, Canada Student Loans Act and Regulations, Generally Accepted Accounting Principals (GAAP), Public Sector Accounting Board (PSAB) standards

o Oversee allocation of significant financial resources to students and institutions includes Canada Student Loan and Grants, Alberta Student Loan and Grants, more than 70 different scholarships and awards, and funding for adult learning supports.

§ Approximately \$1.3 billion in Alberta Student Loans and Grants

§ Approximately \$1.5 billion in Canada Student Loans and Grants

§ Approximately \$113 million in scholarships and grants

o Analyze and interpret complex program and financial transactions for various stakeholders and program changes

o Represent PFS work unit in various committee and working groups such as Student Aid Operational Policy Committee, Coal and Electricity Transition Voucher Operational Committee, Student Aid New Year Working Group, Advanced Education AE Digital Strategy, CSFAP Integration, and 1GX Business Transformation

o Provide direction, assistance, and work collaboratively within the unit and other units under Student Financial Services to resolve complex issues as they arise

o Provide leadership to sector/unit goals to ensure objectives are met with constant changing priorities and programs

o Coach and mentor staff through effective leadership to maximize individual and team performance

o Recruit staff, ensure staff receive proper training, evaluate staff performance, identify and act on performance issues

§ Oversee team leads by coaching and mentoring through staff changes, staff performance challenges, and business process changes

o Meet the relevant business plan goals

2) Monitor and provides financial information to support annual department budget submission, loan provision, scholarship forecasts and cash flows, Heritage Trust Fund Savings scholarship forecasts and cash flows, Canada Administration Fee forecast, and portfolio analysis, which exceeds \$1.3 billion annually for provincial student loan, grant, and scholarship funding.

o Oversee analysis and manage implementation of policy and program decisions related to student grant, scholarship and award payments, and reporting

o Monitors loan and grant expenditures, revenue collections to provide accurate information for budget submission, Ministry Annual Report, and the Ministry three-year business plan

o Monitor and analyze information for expenditure and variances. Provide supporting documentation which is used by the Minister during Public Accounts Committee meetings.

- o Oversee and lead team to provide analytical support for the analysis of trends and portfolio management
 - o Provide analytical feedback for financial implications of policy and program changes impacting budget submission, budget and forecasting for loans
 - o Oversee, review, and share knowledge in the preparation of monthly scholarship cash flow and forecasts which are submitted monthly throughout the year (weekly March-April) to Financial Planning for overall division and ministry forecasts
 - o Collaborate frequently with Financial Planning and Program Accountability, Scholarships and Oversight (PASO) to ensure grants, scholarships and awards are trending and to include any new information that arises in forecast
 - o Oversee, review and monitor grant and scholarship expenditures to ensure accuracy in identifying early the potential surpluses, deficits, cost pressures, or deviations from typical expenditure patterns
 - o Provide financial information to support budget information, identifications of issues, development of recommendations to support operational business planning, decisions, briefings, action requests, and variance explanations for quarterly and annual Ministry status reports and operational plans
 - o Review internal controls and practices on loan, grant, and scholarship payments
 - o Review and provide analytical feedback on the Canada Student Loan Administration Fee and impacts the CSFAP program has on Student Financial Services resources
- 3) Monitor and provide financial information to Canada Student Financial Assistance Program (CSFAP) to support Canada Student Loans and Canada Student Grant payments to learners.
- o Oversee analysis and manage implementation of policy and program decisions related to Canada Student loans and grants for repayment and reporting
 - o Monitors loan and grant expenditures, revenue, and Collection on Account collections to provide accurate information to CSFAP
 - o Oversee Canada Student Disability Grant for Services and Equipment (CSG-DSE) repayment, reconciliations, and provide detailed repayment information to CSFAP for T4A amendments quarterly
 - o Analyze and review CDC reconciliation for repayments on other Canada Grants and provide repayments to CSFAP
 - o Oversee and manage complex quarterly reconciliation of Canada Student Grants administered by Alberta Student Aid
 - o Collaborate with CSFAP on debt write offs due to ID fraud
 - o Collaborate with contacts at CSFAP and National Student Loan Service Center regularly
- 4) Office of the Auditor General Liaison.
- o Auditor liaison for Student Financial Services
 - o Manage the annual submission of the Alberta Student Aid KNOB documents and submit to OAG
 - o Coordinate auditor questions and meeting with appropriate unit managers or staff
 - o Respond to concerns, recommendations relating to the processing of student loan, grant payments, scholarship payments, and internal controls
 - o Work collaboratively with Student Financial Services and Financial Services staff to respond to OAG issues as required

o Provide analysis and backup to answer OAG issues and concerns

5) Systems, standards, controls, and processes are developed, monitored, evaluated, and continually enhanced to ensure financial accountability and compliance with student funding programs, Ministry and Government policies and guidelines, and generally accepted accounting principles.

o Develop and assess controls regularly for all payment and revenue processes for student loan and grant to ensure integrity, accountability, accuracy and efficiency for all payments, award adjustments, award cancellations, tax slip issuance, and revenue transactions

o Ensures timely processing of loan and grant entitlement files to service providers, 1GX interfaces and invoice payments related to the issuance of scholarship and award payments, annual tax slips for the Alberta Student Aid, manages processing of student loan and grant payments award adjustments, and grant to loan conversions

o Expenditure Officer for cost centers related to approving grant, contract, scholarship, student loan, student refunds, etc.

o Accounting Officer for Student Financial Services to approve stop payment/replacement cheque requests

o Ministry Authorized Delegate for Student Financial Services to approve Business Partner requests

o CSAE3416 Audit key auditor liaison with the external audit service provider for the reviews and reporting on controls at DH for the processing of student loans, grants and repayment

o Manage and develop program, procedures, and internal controls for Coal and Electricity Tuition (CETT) Voucher program.

o Respond to a variety of internal and external stakeholders to clarify or resolve business, policy, system related questions regarding program payments, revenue, award adjustments, award cancellations, tax slip information, grant to loan conversions, and CDC collections

o Complete and oversee year-end processes including accrual entries, year-end entries, reconciliations, and ensure SFS reconciles to 1GX

6) Contributes to the development and implementation of policies and procedures, new programs, system enhancements, and business processes to ensure operational policies and processes continue to support program delivery through accurate, timely award and payment processing to students and stakeholders.

o Member of Alberta Student Aid Operational Policy Committee

o Member and co-lead for Advanced Education Coal Electricity Transition Tuition Voucher Operational Policy Committee. Key member and contact for cross ministry collaboration on the Coal and Electricity Transition Fund program

o SFS representative and knowledge expert for 1GX business transformation

o SFS representative and program financial knowledge expert for the CSFAP Integration project

o Develops and defines payment and revenue financial and internal controls while ensuring appropriate compliance with legislation

o Identifies system edits/controls, parameters, data variable and reports to ensure OAG requirements are met

o Research and clarifies business/financial/system requirements with various stakeholders

o Provide expertise on Program Financial Support business processes and systems used (SFS, SFS Legacy, 1GX, GALAXY systems) and identifies issues, enhancements, and unit requirements

o Lead team through streamline and modernizing business processes

- o Provides information and advice to Director in relation to operational implications with new student funding programs or changes in policies, initiatives, businesses or system processes
- 7) The Director is supported in achieving the mandate and goals of the Unit, Branch, Division, and Ministry.
- o Provides information, analysis, and recommendations for issues, opportunities, and challenges associated with the delivery of loan, grant, scholarship and awards payment and revenue processing, award cancellations, grant to loan conversions, collections and issuance of tax slips
 - o Works collaboratively with internal staff to identify and resolve issues related to the payment and revenue processing, awards adjustments, delivery of student funding
 - o Establishes and maintains with Ministry and Government representatives and stakeholders, including providing consultation and support for issues identifications and resolution
 - o Develop expertise and knowledge within the unit and branch to identify and address emerging issues both internal and external that may impact ministry and/or sector policies, programs or services
- 8) Manager's role of authority within Advanced Education.
- o Acts as an Accounting Officer for the approval of Stop Payments
 - o Acts as a Ministry Authorized Delegate for the approval of Business Partners
 - o Acts as an Expenditure Officer for student payments and refunds, administrative expenses, and contract payments
 - o Manager is expected to provide strategy on function and structure of the unit in an environment of ongoing business transformation and modernization
 - o Act for Director as required

Problem Solving

Typical problems solved:

The Manager functions within the context of policies, directives and guidelines developed by Alberta Treasury Board and Finance, and Cabinet. Government policies and statutes provide the mandate for the major outcomes expected of the branch. Key pieces of legislation and policy that set parameters and expectations for the work of the Manager include the Fiscal Planning and Transparency Act; The Financial Administration Act; Regulatory Reform Initiatives; and policies and guidelines established by Cabinet and Alberta Treasury Board and Finance with the input of the Auditor General, the Minister and the Deputy Minister. This legislation, along with the framework of the Ministry and GOA priorities provides guidance to the Manager, the Director, the Executive Director and other Directors are also available to provide input into actions.

Long term direction for Student Financial are determined by senior Ministry and Government officials, with relevant legislation, regulations, and policies providing the broad framework for operations. The work carried out by the Manager is complex and affected significantly by political decisions and priorities, established in Government strategic plans and the Ministry business plan. In addition, student funding program is provided through two separate programs (federal and provincial), each with its own policies and regulations, and associated systems and business processes are highly integrated. The inter-relationship between federal loans and grant with provincial loans and grants is intertwined and extremely complex.

Additional difficult or challenging situations typically handled or resolved by this position include:

- 1) Responding to on-going changes to student funding programs and policies and providing operational solutions and recommendations to Director pertaining to the impact of changes in student funding policies and programs, ensuring unit, branch, Ministry and Government objectives are considered and integrated.

2) Reviewing changes and enhancements to complex and inter-related system and business processes pertaining to student funding to ensure financial accountability and the integrity and accuracy of payments to students and revenue transactions.

3) Identifying and analyzing the Alberta Student Loan portfolio risk. Reviewing work, processes, and procedures completed by the services providers.

Building and maintaining relationships with various clients and stakeholders (i.e. post-secondary institutions, Service Alberta, TBF, SCSS, JET, 1GX Run Team, and other areas of the Ministry and Government; service providers and federal government representatives) to encourage and facilitate coordinated operations within Student Financial Services.

1) Monitoring and providing information used for the development of the Student Financial Services budget including providing solutions and recommending opinions for emerging and complex financial issues associated with operations.

2) The development and ongoing enhancement of accounting and financial processing that support accountability, consistency, and operational effectiveness, while remaining sensitive to the requirements of individual business units.

Managing staff members delivering diverse functions, including allocating workload, prioritizing activities, coaching and professional development, and assessing results to ensure day to day operations are aligned with Student Financial Services.

Types of guidance available for problem solving:

This position is a key subject matter expert. Leadership and staff rely on the expertise of the manager. The manager must be able to communicate and explain processes, decisions and use financial management knowledge. This position is very independent; however the position may reach out to director, senior leadership team and other financial experts (both within and external) to the ministry. Collaboration is essential as well as strategic, critical thinking skills.

Direct or indirect impacts of decisions:

The Manager is accountable for defining priorities and objectives for the Program Financial Support Unit and directing operations and associated resources to achieve goals and results. As a member of the Operational Policy & Finance management team, the Manager is jointly responsible for achieving branch outcomes and contributing to the achievement of Ministry and Government goals. A large degree of independence and discretion to act based on the parameters of the Unit's mandate is provided to the Manger.

Student awards processed for over 193,000 students across the province who are receiving post-secondary loans, grants, scholarship, and apprenticeship program payments. There are more than 70 different grant/scholarship programs for which payments are processed and for diverse scholarship/grant awards. Processing high volumes of payments, revenue, cancellations, grant to loan conversions and tax slip amendments impacts the student, internal operations of other areas within Student Financial Services, Alberta Student Aid Service Centre, National Student Loan Service Centre, Finastra, Educational Institutions, Apprenticeship & Industry Training, Service Alberta and 1GX Run Team.

The Manager has a significant role in developing and defining financial and internal controls for business and system payments, and revenue processes to ensure the integrity and accountability for accurate loan and grant payments to students and adult learners. The Manager is responsible for loan and grant payment processing, monitoring and reconciling expenditures, scholarship cash flows and forecasting, providing financial information to support the Student Financial Service's operational budget that is valued in excess of \$1.4 billion as well as upwards of \$1.5 billion annually in federal loan and grant funding issued. Decisions affect students financial well being. These decisions could be determinantal and be escalated politically.

The Manager is also relied on to provide information and input to the Director pertaining to opportunities,

challenges and issued related to the implementation of new or revised funding programs, Portfolio management, changes to business processes and systems to used and unit organizational structure.

Actions and decisions of the Manager impact post-secondary students, apprentices receiving loan, grants, scholarship funding, service providers administering loan and grant payments and students who have grant to loan conversions. Actions and decisions also impact the annual report as the student loan portfolio is highly visible and material to GOA.

Manager must ensure the financial processes are completed with in legislative timeliness as determined by various legislation.

Key Relationships

Major stakeholders and purpose of interactions:

Internal Director, OPF - Provide input and information to operational policies, business processes, policy and program issues

SFS Program Accountability Scholarships & Oversight - Collaborate and provide input to operation policies, business processes, policy and program issues. As well, work closely on scholarship program, contracts, and grants.

SFS SLT Team - Collaborate on development, recommendations, and approval of policy changes. Make recommendations to develop or change student funding policies and procedures, review payment and business/system processes to ensure adequate financial control is maintained. Coordinate unit operations and initiatives, provide analysis, exchange information, and resolve issues.

SFS Operational & Policy Committee - Membership on the Operational & Policy Committee and represent Program Financial Support to ensure issues, policy changes and implementation, and decisions are reflective of the units work

SFS Business and Systems Integration - Collaborate and provide information regularly on the CSFAP Integration project. Identify systems enhancements and proposed solutions; identify implications of proposals to change system; review financial controls to ensure integrity of system

SFS Managers, Supervisors and Staff - Provide leadership, direction and advice for operational policies, business, procedures and human resource issues. Work collaboratively on budget and forecast for over 70 Alberta Scholarships and Grants.

AE Financial Services - regular contact, collaboration on SFS financial management

TBF, Service Alberta - regular contact and collaboration on financial processes

AE 1GX Team - represent Student Aid/program finance for AE with various 1GX initiatives and projects

CETT Stakeholders - Lead and represent CETT Voucher program with JET, SCSS, and post-secondary institutions.

PCCSA ADMO - provide information as requested

PCCCB and AESI - collaborate on fraudulent files

Required Education, Experience and Technical Competencies

Education Level	Focus/Major	2nd Major/Minor if applicable	Designation
Bachelor's Degree (4 year)	Business		CPA/CA/CMA/CGA

If other, specify:

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

The manager requires in-depth knowledge of:

- o Financial management, accounting, budgeting, forecasting, internal control principles, processes and mechanisms, including generally accepted accounting principles (GAAP), Public Sector Accounting Board (PSAB) standards.
- o Education funding assistance programs and policies administered on behalf of the federal and provincial governments, including related policies, procedures, and applicable provincial and federal legislations (i.e. Canada Student Loan Policy and Procedures Manual, Assessing Guidelines, Canada Student Loan Act and Regulations, Canada Student Financial Assistance Act and Regulations, Alberta Student Financial Assistance Act and Regulations, Alberta Heritage Scholarship Act and Regulations)
- o Applicable Ministry and Government policies, business processes, and information systems that pertain to the delivery of student funding programs, including their interactions and impacts (i.e. SFS, SFS Legacy, 1GX, GALAXY)
- o Government and Ministry business plan goals, strategic and policy directions, priorities, and objectives
- o Division, Cross Division and Ministry mandates, structures, reporting relationships and initiatives
- o Program delivery and accountability requirements associated with student loan and grant funding to students attending post-secondary institutions
- o Program delivery and accountability requirements for Coal and Electricity Transition Tuition Voucher program
- o Knowledge of complex financial systems and interfaces and how their functionality impacts delivery staff, external stakeholders, and students. Knowledge of the financial systems development life-cycle and controls is essential
- o Knowledge of best practices associated with financial management, financial accountability, continuous improvement and quality assurance
- o Client and stakeholder communities affected by Ministry and division mandates, including relevant committees, advisory groups and senior representatives of post- secondary institutions
- o Applicable Ministry and Government legislations, policies, and practices relating to financial, accounting, program delivery and human resources administration services (i.e. Financial Administration Act, Fiscal Planning and Transparency Act, Government Organization Act, Freedom of Information and Protection of Privacy Act)
- o Applicable financial systems and office productivity software (i.e. Microsoft, Word, Excel, 1GX, SFS, SFS Legacy, GALAXY) including awareness of trends in systems and software

Skills and experience required include:

- o A related post-secondary degree supplemented by an accounting designation is required
- o Leadership and strategic planning skills to ensure short and long term operation requirements are met
- o Organizational skills to maintain efficient operations, balance workloads and meet new work demands
- o Analytical and problem solving skills to identify and resolve operational issues and develop financial controls
- o Collaborative skills to work with other areas within Sector, the Ministry, GOA and Service Providers
- o Excellent writing and communication skills
- o Strong understanding of government policy
- o Project management skills

o Change management skills

o Commitment to innovation, continuous improvement, and producing co-ordinated outcomes

o At least 3 years of related supervisory and financial management experience

The leadership and managerial complexity comes from leading a unit of 7-8 individuals with diverse responsibilities and skills. The manager regularly provides strategic leadership, coaching, and direction to the unit in order to accomplish the unit's operational requirements with the responsibility to ensure financial accountability through financial knowledge and strong knowledge of the financial systems, policies, regulations and legislation.

The manager must demonstrate strong communication, interpersonal, collaborative and facilitation skills to maintain effective relationships with staff, colleagues within Private Career Colleges and Student Aid division, Financial Services division, , the Ministry, Service Alberta, Treasury Board and Finance, clients, service providers and other stakeholders. Expectation is the manager will participate and represent the divisions, branch, and/or unit on committees, working groups, and cross-ministry initiatives. The manager will also liaise and work closely on Financial Services interim and year-end audits with the Office of the Auditor General and must have the ability to present and defend positions with the auditors.

Analytical and problem solving skills are used regularly to resolve or enhance business or system operational processes and ensure financial accountability - reconciliations, preparation of financial information, review and streamline business and/or system processes, and review and develop internal financial controls.

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 type="radio"/>	<input checked="" type="radio"/>	Shapes APS goals with a view of entire network: <ul style="list-style-type: none"> • Considers whole system and links; sets goals for long-term outcomes and broad perspectives • Evaluates short, medium, and long-term impacts to inform progress • Shapes organization to meet client needs; helps others see their role in this 	Considers whole systems and recognizes links between elements in a complex environment; sets goals and meets targeted deadlines; consistently evaluate internal control measures; evaluates the effects of actions throughout the complex environment and the impact on the student and overall financial portfolio, helps others see their role in the whole process.
Creative Problem Solving	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Works in open teams to share ideas and process issues: <ul style="list-style-type: none"> • Uses wide range of techniques to break down problems • Allows others to think creatively and voice ideas 	Asks questions to develop a strong understanding and new ways of thinking about an issue; challenge the long-term processes; helps staff avoid group thinking; and invites others to consider what

		<ul style="list-style-type: none"> • Brings the right people together to solve issues • Identifies new solutions for the organization 	can be improved.
Agility	○ ○ ○ ● ○	<p>Proactively incorporates change into processes:</p> <ul style="list-style-type: none"> • Creates opportunities for improvement • Is aware of and adapts to changing priorities • Remains objective under pressure and supports others to manage their emotions • Proactively explains impact of change on roles, and integrates change in existing work • Readily adapts plans and practices 	Create processes and opportunities that anticipates and finds opportunities in change; represent and collaborate on Student Aid policy and processes that ultimately affect disbursements and repayments
Drive for Results	○ ○ ○ ● ○	<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 	Complete short-term deliverables while maintaining focus on longer-term outcomes; manages problems actively; and strives for measurable and continuous improvements.
Develop Networks	○ ○ ○ ● ○	<p>Makes working with a wide range of parties an imperative:</p> <ul style="list-style-type: none"> • 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 	Engaging with various internal and external representatives, clients or stakeholders, including senior management as well as other resources to inform problem resolution, breakdown problems, and provide input on policy. This position collaborates regularly with various stakeholders on operational and strategic initiatives.
Build Collaborative Environments	○ ○ ● ○ ○	Collaborates across functional areas and proactively addresses	Build a collaborative environment, involving internal and/or external

		<p>conflict:</p> <ul style="list-style-type: none"> • Encourages broad thinking on projects, and works to eliminate barriers to progress • Facilitates communication and collaboration • Anticipates and reduces conflict at the outset • Credits others and gets talent recognized • Promotes collaboration and commitment 	<p>stakeholders, staff members while seeking to solve complex problems; allowing input for continuous process improvement.</p> <p>Ensure that stakeholder and staff perspectives and incorporated into operations and strategic decision making.</p>
<p>Develop Self and Others</p>	<p><input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/></p>	<p>Encourages development and integration of emerging methods:</p> <ul style="list-style-type: none"> • Shapes group learning for team development • Employs emerging methods towards goals • Creates a shared learning environment • Works with individuals to develop personal development plans 	<p>Commit to building the skill set of the staff and ensure there is opportunity for growth. Work with staff on personal development plans and performance agreements. Create a collaborative environment where team supports one another.</p> <p>Ensure personal growth with the commitment to learn the complex program, continue to develop skills, and network to support staff and the program.</p>

Benchmarks

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