

New

Ministry

Public Safety and Emergency Services

Describe: Basic Job Details

Position

Position ID

Position Name (200 character maximum)

Senior Policy Analyst

Requested 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

Job Purpose and Organizational Context

Why the job exists:

The *Public Safety Statutes Amendment Act, 2024* (the Act) received royal assent in May 2024. The Act is designed to enhance public safety by enabling the creation of a new independent agency police service (IAPS). The agency will assume functions currently carried out by the Alberta Sheriffs, who have increasingly taken on complex, police-like roles. Transitioning these functions to a police service under the *Police Act* will enhance civilian oversight, transparency, and accountability.

The ASPS implementation team is established on a temporary basis to implement, in collaboration with the ASPS Chief, the amendments to the Act and develop this new provincial corporation, including organizational structure, funding, policy, engagement, governance and resource allocation, among others.

Establishing the ASPS is a novel, highly complex and high-profile undertaking. The ASPS will need to seamlessly integrate into the Alberta policing landscape, while maintaining the current, critical services the Alberta Sheriff's provide.

Reporting to the Manager of Policy Development, the Senior Policy Analyst executes and supports the development of policy and policing standards and procedures that will guide the operational functionality of the ASPS. The position will use their strong understanding of policy development and policing to support the management team in the development of the ASPS operational framework. The position will also use their strong communication and relationship building skills to provide peer review and mentorship to other policy analysts in the unit, when hired.

This position works collaboratively to plan, execute, analyze, coordinate and implement substantial policy for the ASPS. The position conducts critical analysis of relevant information to provide strategic advice and options for the ASPS related policy and regulatory initiatives. Their work will also support the decision making of senior leadership for the ASPS such as the Executive Director, Director, Manager, the Chief, senior department officials and elected officials, as they make plans and decisions about strategic policy, legislation, programs, and services related to the ASPS. Knowledge may also be shared with other provincial government departments, law enforcement agencies, other governments, service providers, community organizations, and the public.

This position will liaise with various levels of the Ministry from;

- Representatives from ministry divisions to gather information required to support planning, policy and reporting activities.
- Developing and maintaining internal and external relationships will be a key responsibility of the policy analyst to address the needs of the Independent Agency Police Services which is a ministerial priority.

The Senior Policy Analyst is responsible for executing complex assignments with a high level of autonomy, demonstrating sound judgment, analytical rigor, and strategic insight in support of organizational objectives for the ASPS.

Responsibilities

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

Policy Research, Analysis and Advisory Support

- Supports and facilitates the ASPS development, by providing strong policy expertise to support the establishment of the new agency.
- Executes assigned tasks with the ASPS implementation team to identify, research and develop policy proposals and actions; analyze implications of options, outcomes and the impact on Albertans; identify potential risks and propose strategies to manage/mitigate identified risk; and plan for the implementation of policy decisions. This analysis may include consideration of the structure, funding and operation of programs and/or services.
- Contributes to the planning and delivery of the creation of literature reviews, issue papers, briefing notes, Cabinet Reports, presentations, visual aids, options documents, environmental scans, jurisdictional scans, and horizon scanning reports, providing recommendations to leadership as directed.
- Evaluates and researches broader policies, identifies strengths and weaknesses of the policies, determine inter-jurisdictional comparisons, assess financial and outcome impacts of these policies, and propose changes to amend and change the policies to achieve government policy directions for the creation of the ASPS.
- Experience in creating or contributing to cabinet reports, with a comprehensive understanding of the cabinet process for drafting or amending legislation.
- Develops and contributes to the planning of coherent, logically presented materials in a timely manner, often under short timelines and with competing priorities.
- Supports internal, cross-ministry and cross-government committees, as required and works to build policy capacity and provide policy advice in the department

Project Coordination and Policy Development Support

- Supports the ASPS development, by providing project coordination and support. Ensures alignment of policy with organizational goals through task execution.
- Supports and collaborates on the development and implementation of communication strategy(s) and plan(s), key messages, and question & answer materials for Cabinet-bound packages, public releases and announcements, website and other modes of delivery under the direction of the Manager.
- Provides coordination, development, facilitation and knowledge/skill transfer to internal and external teams involved with ASPS policy issues.
- Supports working group meetings with key internal stakeholders to ensure successful delivery of project tasks.
- Supports and executes complex policy projects, including: defining the scope of the initiatives to be undertaken, defining activities and resources required to meet the project goals, identifying risks and developing risk management strategies, evaluating project results.
- Supports and facilitates external contractors, as required, including the preparation of requests for proposals and managing the process of evaluating and hiring contractors and monitoring them.

Issues Management and Strategic Response

- Supports the ASPS development, by providing concise information to support action requests and senior management briefings.
- Provide concise and relevant information and analysis on various action requests. Executes assigned tasks and contributes to team objectives.
- Support, coordinate, and execute development of a resolution, response or recommendations for action by other areas or executives, to complex issues related to aspects or clients of the ministry and implementation team. Coordination includes collaborating with multiple stakeholders and having a strong understanding of related and impacted policies, standards, and/or legislation.

Policy Planning and Reporting

- Supports and executes the ASPS development, and maintenance of reporting documents and processes to inform and support decision making and priority initiatives. (strategic map action items, implementation team key strategies, performance measures and reporting)
- Supports and executes the creation and maintenance of ongoing lists of regulations, policies and other items to support the implementations teams long term strategic policy planning.
- Supports and maintains any other reviews, reports tracking documents or summaries as requested.
- May be required to act for Manager and other roles depending on the core projects underway.
- Provides Oversight Board Support in the development of the 3 Year Strategy and Workplan under the direction of the manager. Provides policy review and support on items for the Oversight Board as directed by the manager.

Problem Solving

Typical problems solved:

This position requires effective coordination, analytical, and problem-solving skills to respond to sensitive, diverse and complex issues pertaining to the policing system. Collaboration with stakeholders and integration of evidence into policy are key aspects of this position.

In addition to having a strong understanding the various pieces of legislation/regulations related to the criminal justice and policing system, this position must also have knowledge and awareness of the complex interrelationships between the various aspects, such as agency governance, the interplay between systemic components, and the various rules and regulations governing such interplay. The ability to work on diverse policy issues affecting a myriad of issues is key, as is well-developed political acumen.

This position will deal with policy issues that cross divisional or ministry boundaries. Such issues routinely present competing or conflicting priorities and philosophies, varying time frames and a variety of political sensitivities. These issues also entail a degree of unpredictability or uncertainty in when and how quickly they arise, requiring the position to be able to adapt and adjust to shifting priorities and timelines and undertake exploratory analysis to support dealing with emergent issues in an effective and expeditious manner. The position will be required to support multiple projects and tasks at the same time, assess competing priorities, work with a wide range of staff and stakeholders, manage expectations, and build effective alliances and partnerships to move initiatives forward.

The position must:

- Demonstrate excellent organization and time management skills and readily assess and adapt to changing priorities while maintaining resilience and working effectively in changing environments.
- Consider broader impacts, connections and emerging trends when providing information, analysis and recommendations in the development of policies.
- Use excellent interpersonal skills and strong communication skills to build networks and trusting relationships with colleagues and key stakeholders and contribute to conditions that allow people to work collaboratively.
- Use creativity and collaborate with ministry staff to provide advice and recommend innovative solutions to senior management and, in some case, external stakeholders.
- Be self-motivated requiring minimal direction to drive for results.
- Conduct accurate research and analysis of information relevant to decision making and planning activities, as decisions may be made based on the information presented by the position.
- Apply project management philosophies, tools and skills to plan and coordinate assigned actions and deliverables, including non-complex projects.
- Develop deliverables and reports aligned to the needs of decision makers.

Types of guidance available for problem solving:

The position works within a variety of acts, regulations, standards. Within this framework and under the supervision of the manager, the position provides project leadership on the development of policy products (briefing notes, action requests, cabinet materials, internal operational policies). The position independently seeks input and provides direction to internal and external partners (e.g., cross-ministry partners, police services, consultants, etc.) as necessary to support the development of policy related materials for the ASPS.

Guidance is available from managers and others on the implementation team; and supporting branches within PSD. Given the novelty of the project team, the expected outcomes will not always be known, the types of guidance

available for day-to-day job duties include: Legislation, regulations, policies and procedures; historical records that provide previous research and examples; and regular conversations with the manager and Director, Policy Development and Oversight Board Support other departmental experts with subject matter expertise.

Direct or indirect impacts of decisions:

The position has a direct impact on the development and operational policies for the entire ASPS, including front-line staff, support staff and leaders across the organization. In turn, this will have an impact on all Albertans, police services and community partners that interact with policing in Alberta. The effectiveness of the implementation of the ASPS will contribute to or detract from public trust in policing in Alberta.

Further direct and indirect impacts of decisions will include decisions on legislation, regulations, policies and engagements which will be influenced by the information presented by this position.

Key Relationships

Major stakeholders and purpose of interactions:

Teammates in the ASPS implementation team: share information, seek input into policy development, and leverage different subject matter expertise.

Manager, director, executive director: provide comprehensive and integrated advice on the ASPS policy, legislative framework and operational policy design, track project progress, raise awareness of emerging issues that require senior leadership/executive involvement, and participate in branch planning and reporting.

Public Security Division Branches (SSII, Law Enforcement Oversight, Alberta Sheriffs): share information, collaborate, co-design policies, etc.

Cross-ministry partners (e.g., Public Service Commission, Infrastructure, Justice, Information and Technology, Service Alberta and Red Tape Reduction, Communications and Public Engagement, etc.): share information, collaborate, and seek and share advice.

External

- Police services and organizations (Municipal police services, First Nations police services, Royal Canadian Mounted Police and police associations, ALERT): work collaboratively with external partners and organizations to identify issues, mitigation strategies and potential solutions.
- Municipal governments: Liaise to understand issues and concerns, convey information about the ASPS, and seek advice on select issues or topics.
- First Nations: Liaise to understand issues and concerns, convey information about the ASPS, and seek advice on select issues or topics, and seek to understand the perspective of First Nations as it relates to the development of the Police ASPS.
- Alberta Union of Provincial Employees: Share information about the development and design of the human resource structure of the ASPS.
- Special Forces Pension Plan.

Required Education, Experience and Technical Competencies

Education Level

Bachelor's Degree (4 year)

Focus/Major

Public Administration

2nd Major/Minor if applicable

Arts

Designation

If other, specify:

A post-secondary degree in Business administration or related discipline. Equivalences considered

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

Knowledge:

- Highly proficient in using Microsoft Office tools including: Word, Excel, Publisher, and PowerPoint.
- Knowledge in development of cabinet reports, legislative amendments process.
- Knowledge of Adobe Professional tools, including Adobe Acrobat Pro.

- Knowledge and proficiency in survey tools
- Current knowledge of the policing system in Alberta, as well as familiarity with issues affecting drivers and stakeholders.
- Knowledge of policing governance, standards and procedures in Alberta.
- Knowledge of Justice and PSES legislation, regulation, and policy.
- Understanding of the theory and practice of policy analysis, including complex, multi-stakeholder policy and program development process, policy planning and decision making processes within government.
- Awareness of theory and practice of problem-solving and analytical techniques.
- Knowledge of contract development and management.
- Experience with multi phase complex projects

Skills:

Interpersonal

- Strong teamwork, relationship building, and interpersonal skills (e.g., networking, relationship building, active listening)
- Shows flexibility and adapts to new situations
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Policy Development

- Applies appropriate policy research/evaluation and option development techniques.
- Well-developed and proven policy analysis and evaluation skills.

Project Management

- Proven project management skills for small projects (e.g. developing work group terms of reference, leading small working groups, determining agenda and meeting facilitation)

Leadership

- Some leadership, sound problem-solving, and sound decision-making skills.

Communicating

- Exceptional written, verbal and interpersonal communication skills, including communication and presentation skills
- Advanced report writing skills and effective presentation skills

Time Management

- Strong organizational and time management skills with the ability to prioritize to meet deadlines.

Abilities:

- Self-motivated, capable of handling a wide range of project responsibilities.
- Highly developed creative/critical thinking, conceptual decision making and problem solving skills.
- Ability to work in a changing, complex, multi-disciplinary environment that includes group work requiring the ability to successfully present, engage and facilitate input from multiple stakeholders, particularly at a senior level and to manage varied expectations through the process.
- Ability to support and coordinate a variety of tasks, handle tight deadlines, multi-task and re-prioritize workload.
- Ability to provide clear, concise and precise briefings, reports, and other written documentation for manager and

executive audiences with reliable interpretations and findings based on research, consultation and high quality value-added analysis.

- Ability to scan a substantial amount of material to determine relevant information.
- Ability to synthesize information into options and recommendations for simple and complicated policies, consultations, and projects.
- Ability to establish and maintain effective working relationships and deal professionally with departmental staff, GoA staff, external stakeholder, and the public.
- Ability to develop creative solutions.

Education:

- Undergraduate degree in a relevant field, such as public administration, social sciences, and related work experience.

Work Experience:

- Experience managing and implementing simple projects.
- Several years of experience in policy analysis, development, and evaluation, preferably in public policy.
- Several years of experience in external/public engagement and consultation.
- Public Safety and Emergency Services-related experience strongly desired.
- Experience in policing oversight strongly desired.
- Experience with legislation is strongly desired.

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	☐	☐	☒	☐	☐	Takes a long-term view towards organization's objectives and how to achieve them: • Takes holistic long-term view of challenges and opportunities • Anticipates outcomes and potential impacts, seeks stakeholder perspectives • Works towards actions and plans aligned with APS values • Works with others to identify areas for collaboration	Considers the whole system when evaluating, researching, and conducting policy analysis.
Drive for Results	☐	☐	☒	☐	☐	Takes and delegates responsibility for outcomes: • Uses variety of resources to monitor own performance standards • Acknowledges even indirect responsibility	Works in projects teams to complete tasks and own performance, and ensures assigned actions are completed in a way consistent with direction and required timelines.

		• Commits to what is good for Albertans even if not immediately accepted • Reaches goals consistent with APS direction	
Agility	○ ○ ● ○ ○	Identifies and manages required change and the associated risks: • Identifies alternative approaches and supports others to do the same • Proactively explains impact of changes • Anticipates and mitigates emotions of others • Anticipates obstacles and stays focused on goals • Makes decisions and takes action in uncertain situations and creates a backup plan	Regularly adapts to changing priorities, adjusts projects and deliverables to take advantage of opportunities, explains the impact of changes to tasks to management.
Creative Problem Solving	○ ● ○ ○ ○	Focuses on continuous improvement and increasing breadth of insight: • Asks questions to understand a problem • Looks for new ways to improve results and activities • Explores different work methods and what made projects successful; shares learning • Collects breadth of data and perspectives to make choices	Uses research and analysis to find ways to improve systems. Employs subject matter experts from other areas to solve problems.
Build Collaborative Environments	○ ● ○ ○ ○	Facilitates open communication and leverages team skill: • Leverages skills and knowledge of others • Genuinely values and learns from others • Facilitates open and respectful conflict resolution • Recognizes and appreciates others	Support the development of strategic plans, and executes them to involve stakeholders. Supports discussions during engagement sessions. Uses enthusiasm to motivate and guide implementation teams.

			Acknowledges and works with diverse perspectives from other departments and ministries.
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