

New

Ministry

Treasury Board and Finance

Describe: Basic Job Details

Position

Position ID

Position Name (30 characters)

Service Delivery & Comms.

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:

Reporting to the Director, Business Integration & Engagement, the Senior Manager has independent management and direction for day-to-day service delivery to approximately one million customers and stakeholders across more than 30 programs administered by the Tax and Revenue Administration (TRA) division of Treasury board and Finance. Responsibilities include: program project coordination and delivery; coordinates details of TRA Strategic Engagement Plan; oversees development of all external communication; structures and leads divisional change management activities; and leads a diverse team whose priority is to shape the technology landscape within TRA and maintain positive relationships with multiple industry stakeholders who operate in diverse and complex business environments.

The Senior Manager will work with the Director to identify the number of FTE's required to carry out the activities in the group, having taking in to account the priorities established by TRA management for the branch/ division, program risk, and projects assigned to the group. The incumbent has a primary role in promoting and supporting the desired culture of the branch and division.

The Senior Manager ensures timely and effective management of staff. The senior manger will establish performance measures and develop operational plans for their group and provide input to the branch strategic and operational plan.

Responsibilities

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

1. Oversees program project coordination and delivery across the division for more than 30 programs to ensure development and maintenance of system that are highly integrated, supporting cross program/ cross functional application for diverse business users.
 - Provides expertise to drive continuous improvement and consistency by identifying opportunities for innovation and shares with senior management and project teams.
 - Develops and recommends approaches to achieve effective solutions that support the department's business plan and objectives, through effective use of information technology.
 - Maintains knowledge of current information technology best practices and related issues by conducting environmental scans and reviewing industry publication or advisories; assesses and analyses evolving business needs with emerging information technology trends and documents recommendations while considering the risks and benefits.
 - Examines new technologies with potential application within TRA business environments; assessing technology viability through testing or piloting and evaluating the impact of and opportunities for economics and/or innovative applications in the organization.
 - Proposes and recommends updated policies, procedures and practices related to various information technology systems based on industry best practices and alignment to related systems or architecture.
 - Chairs multiple divisional committees to maintain and upgrade TRA business IT systems.
 - Reviews all business case and project charter development to support information technology projects.
 - Assists with the development or review of TRA information technology policies, guides or standards.
 - Represents the division on all integration projects as required.
 - Oversee non-IT projects as required to ensure alignment and conscious monitoring of measurement of continuous improvements on a qualitative and quantitative basis.

2. Delivers TRA's engagement strategy and oversees development of all external communication.
 - Designs and delivers strategic engagement plans and communication activities for diverse groups of stakeholders including, large complex multi-national corporations and works collaboratively with program areas to identify appropriate outcomes for each engagements.
 - Regularly liaises with TBF Communication for all external communication and media releases for multiple sets of stakeholders.
 - Identified and monitors print and web information sources for emerging business practices and economic trends which may affect the administration of taxes and collection of revenue.
 - Identifies opportunities and develops innovative approaches for increasing awareness of TRA's core business, accomplishments, and strategic direction to stakeholders including other divisions of TBF, other ministries and jurisdictions, taxpayers and the public at large (e.g., external video development, YouTube presence, external webinars/ information sessions, public facing website, formal publications, etc.)
 - Assists with the development of TRA Taxpayer/ Customer Survey, including the analysis of feedback, as well determining approaches to increase taxpayer response rates.
 - Identifies opportunities for additional survey or other information gathering mechanisms to measure and support the success rate of TRA's strategic and cultural goals.
 - Consults using clear and accurate communication of critical tools around TRA's organizational and administrative structure.

3. Leads TRA's change management activities including the development and maintenance of integrated strategies promoting inter-branch cooperation to help ensure TRA's readiness and adaptability in respect of future opportunities and challenges.
 - Develops and implements a structured methodology for the divisions change management activities.
 - Utilize best practices, generate original ideas, formulates strategies, and develop innovative solutions based on broad knowledge of change management methodologies and techniques to successfully implement divisional projects and initiatives.
 - Identifies underlying causes for change resistance and engage in a range of approaches to generate possible resolutions.
 - Build and foster collaborative relationships across the IT organization to stay informed of new initiatives and provide strategic counsel on change impacts and required supports.

- Research and explore suitability of existing best practices for internal communication to leverage excellence in other division, ministries and the private sector where applicable.
- Oversee and support the ongoing development and enhancement of TRA's SharePoint site to promote the availability of consistent information across the division, and disseminating timely information on ongoing, or new corporate initiatives.
- Scans environment and determines, develops, and delivers divisional training to ensure TRA has a capable and agile workforce and can meet future needs.

4. Supports Director and liaises with TBF Corporate Planning service branch and leads the maintenance, communication and continued enhancement of TRA's Business Continuity Plan (BCP), including participation in risk analysis and business impact assessments.

5. Oversees daily operations of Service Delivery and Communication team and establishes target criteria for work volume including deliverables and ensures productivity targets are met.

- Overall responsibility to set goals for the Service Delivery and Communication team that align and contribute to both the branch, division, and department strategic plan.
- Has final responsibility in the unit for allocation of assigned staff to working groups and assignment of responsibilities to staff to ensure goals are achieved.
- Establishes target criteria for work and ensures priority targets are met.
- Ensures all staff are aware of performance expectations and that appropriate action is taken to address performance issues.
- Develops succession plans and learning and development plans for direct reports and ensures similar plans are developed for staff throughout the group.
- Promotes a healthy corporate culture that aligns with GoA values.
- Responsible for participating in the recruitment process for qualified resources including the preparation of job ads, screening resumes, interviewing candidates, reference checks, and overseeing new employee orientation.

6. Overall responsibility for performance management of all assigned staff within the Service Deliver and Communications group.

- Completes performance agreements for direct reports including conducting annual reviews; discussions and approval of annual performance agreement for indirect reports.
- Establishes and actively monitors action plans to address performance issues. Has direct involvement with managing ongoing performance issues.
- Identifies skills and abilities for future operations and develops training plans to ensure staff are ready to meet changing operational requirements.
- Ensures staff participate in developmental and training activities to ensure a high degree of accuracy and quality in work performed that is relevant to their current positions as well as potential or target positions.

7. Planning and cross divisional support.

- Assists Director in planning activities, proving input from team members as required, ensure plans are communicated and are transferred into operational work plans that direct the daily activities of staff.
- Provide the Director with regular progress reports on work activities and plan.
- Ensure the appropriate actions are taken to resolve issues which challenge the group's ability to meet established targets and measures.
- Ensure operational issues and the related impacts are communicated to ensure they are considered in the branch business planning process.

Problem Solving

Typical problems solved:

The Senior Manager has independent management for the day-to-day operational management of tax and revenue service delivery and communication and has the freedom to act within the bounds of established policy/ procedure and legislation in order for programs to be delivered efficiently and effectively. The position requires an organization-wide focus and awareness of issues facing the division, key stakeholders, client issues, political sensitivities, internal pressures, and ability to balance competing and changing

priorities with strict deadlines. Issues may come up and will require research and comprehensive analysis; it is expected that this position leads in any resolution. Should advice provided be incomplete or inaccurate there could be significant financial, operational and reputation impacts.

The position requires a significant breadth of technical knowledge, experience, and requires strong leadership and team building skills with the ability to establish agreement and consensus among multiple internal and external stakeholders at all levels of the organization. The position also manages complex issues while delivering results and identifying opportunities for innovation to find more effective and efficient ways of delivering tax and revenue programs to meet both the stakeholder and government's needs.

Significant interpretive, evaluative, and developmental thinking is required, along with the ability to understand complex relationships and facilitate decision-making processes involving stakeholders and decisions-makers.

Excellent professional judgment is required given the confidential information and complex issues dealt with by the division as well as often conflicting perspectives, requirements, and priorities of the varied partners and stakeholders.

Types of guidance available for problem solving:

The position is expected to solve the majority of day-to-day issues and only require occasional assistance and advice from the Director on unique, and non-recurring issues where there is impact to other areas of TRA business or where there is a clear departure from department policies.

Direct or indirect impacts of decisions:

The senior Manager operates within the context of relevant legislation, government objectives, policy and administrative frameworks. Client and stakeholders (government and non-government) will be impacted by actions taken. The Service Delivery and Communications team is responsible supporting one million Alberta customers and stakeholders (e.g., individuals, band member, and corporations) across more than 30 programs administered by the Tax and Revenue Administration for multiple departments in the GoA (e.g., TBF, Health, Justice and Solicitor General, Energy, Advanced Education, Municipal Affairs, Community and Social Services, etc.).

This position has a direct impact on the reputation of the department and government. Decisions impacting service delivery and communication can be potentially contentious due to the number of stakeholders involved. Careful consideration is required to identify and develop strategies and processes that create (and maintain) support and commitment, while ensuring coherent and forward-looking approaches for the division.

The Senior Manager is an information technology leader and expert within TRA. This position is responsible for the coordination of all information technology used by TRA, ensuring information technology plans, initiatives and services support the departments priorities and business plans. This requires planning the effective use of information technology by the department.

The position improves the ability of the division to effectively manage risk by reacting quickly to emerging issues through effective environmental scanning. This helps TRA deliver its programs and achieve business plan goals efficiently and effectively. Diligence in monitoring risk and performance on an ongoing basis is critical as governments strive to keep pace with the rapid, and seemingly perpetual change that defines today's business environments. Early identification of emerging risk and agility in implementing change is a critical aspect of an effective tax administration. Lack of commitment in this area not only mitigates the potential for financial loss and protects TRA's reputation. It also inspires confidence in TRA which facilitates the fostering of effective relationships with stakeholders and taxpayers.

The diversity of work undertaken by the SCS branch requires the Senior Manager to excel in the area of creative problem solving. This position is often challenged to provide solutions in short turnaround times.

Key Relationships

Major stakeholders and purpose of interactions:

Internal staff - provides leadership, direction, coaching, mentoring, work assignments, and performance management to assist staff in meeting operational requirements.

TRA Executive Directors - coordinate IT service delivery for each branch

Project Managers - assist with developing project deliverables, work schedules and tasks. Discuss project issues, identify and evaluate solutions to resolve business and application problems.

Business System Analyst - jointly define and review business requirements, identify and evaluate solutions to resolve business and application problems.

Program Areas - support multiple internal functional areas such as registries, assessment/ reassessments, accounting, compliance and collection, audit, tax services, strategic and client services. Aware of the diverse business needs of each area. Analyze business requirements, present alternatives, facilitate option evaluation, and provide support on implementation.

External Clients - liaise with representatives from other jurisdictions, GoA departments, software vendors, etc. to consult on issues/ plans, obtain system/ product specification and coordinate interface activities.

Required Education, Experience and Technical Competencies

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

If other, specify:

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

University graduation in Business or other related discipline plus minimum of three years related experience. In addition to formal accounting qualifications six years experience managing and supervising groups of employees in a unionized environment is necessary. Experience utilizing leadership, organization, and planning skills supplemented by experience in client relations is required. Experience in developing employees and retention/ succession planning is requested. Project management training is recommended. Strong performance management skills are essential.

Extensive and in-depth knowledge of information technology practices, processes, standards, and new developments is required to guide day-to-day operations. Knowledge and understanding of the supported business processes and business requirements are essential to enable effective IT service delivery.

Extensive experience and comprehensive understanding of all relevant legislation that affects the administration of TRA's tax, revenue and benefit programs is imperative.

Strong communication skills both written and verbal are required to communicate with diverse stakeholders across the ministry and GoA. The Senior Manager must be able to influence behavior through persuasiveness and assertiveness while still remaining sensitive to the needs of stakeholders. This position will require a high degree of judgment in dealing with scenarios not always reflected in procedures and variable situations which are related to ever changing trends in industry that may not always be well defined in legislation.

Experience working with and managing large integrated systems that support cross functional applications for high volume of users from diverse business areas.

Experience with project management and developing strategies to consolidate the delivery of service to drive down operation costs of information technology services.

Decision making with problem solving skills and solid understanding of ramification/risks for choices made.

This position will supervise and provide leadership to a group of four employees. Experience managing and supervising employees in a union setting is required. Skills in coaching and mentoring staff at various stages of careers.

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 checked="" type="radio"/>	<input type="radio"/>	Integrates broader context into planning: <ul style="list-style-type: none"> 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 	
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 Brings the right people together to solve issues Identifies new solutions for the organization 	
Agility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Proactively incorporates change into processes: <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 	
Drive for Results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Works to remove barriers to outcomes, sticking to principles:	

		<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 	
Develop Networks	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<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 <ul style="list-style-type: none"> • Goes beyond to meet stakeholder needs • Ensures all needs are heard and understood 	
Build Collaborative Environments	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<p>Involves a wide group of stakeholders when working on outcomes:</p> <ul style="list-style-type: none"> • 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 	
Develop Self and Others	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<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 	