

Working Title Manager, Receivable Leasing	Name Vacant (Smith)
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Position Number	Reports to Position No., Class & Level	Division, Branch/Unit Properties, Realty Services, Leasing	Ministry Infrastructure
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Present Class Manager	Requested Class Manager	Levels to Deputy Minister (Not including incumbent level)
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Dept ID	Program Code	Project Code (if applicable)
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POSITION SUMMARY: Briefly describe the main purpose of the position, and why it exists for the most part (See Management Job Description Writing Guide [Page 7](#)).

Reporting to the Director, Leasing, the Manager (Receivable Leasing) leads the receivable leasing team of 5 for the purpose of establishing and maintaining rent receivable leases and associated agreements for the benefit of the department ("INFRA") as landlord. The portfolio affects non-government users as tenants ("NGUs"), many of whom are "partners" with the GoA; and grants the use of building space, land, and parking stalls. A variety of space types are leased (eg. energy exploration, office, industrial, institutional) resulting in a broad variety of legal solutions and documentation. The position requires in-depth contract and business knowledge regarding commercial leasing and other realty arrangements, strong interpersonal, communication and negotiation skills, and a broad understanding of the organization. A key element of the position involves consideration of risk mitigation. The primary functions of the Manager (Receivable Leasing) are to:

- Monitor and ensure Receivables completes a variety of lease projects efficiently and to a high professional standard
- Strategically position Receivables to ensure that a variety of corporate objectives are achieved, including:
 - program support (through NGUs providing services to the public on behalf of or in association with the GoA),
 - enterprise risk mitigation with respect to individual projects or Receivables in general (eg. consideration of the insurance risk as a result of the overlap of Total Property Management contracts with leases),
 - political sensitivity,
 - support of cross-Ministry initiatives whether project specific or from a government effectiveness perspective,
 - in coordination with Justice, legal accuracy, particularly where the circumstances are complex,
 - revenue generation, including consistency with current market rates where appropriate,
 - ease of administration, particularly for the benefit of Property Management with respect to regional Total Property Management contracts, and
 - promote and support evidence-based policy development through relevant data collection and report development to support Acquisitions, Sales and Development ("ASD") and the Corporate Asset Management Program.
- Support the development of policies and procedures which directly affect the use of INFRA real property assets across the Province (eg. NGU Policy & NGU Procedure).
- Provide expertise to stakeholders to assist with their decision-making and timely granting of space to NGUs, which may involve significant goals of other departments.
- Training of other areas, particularly ASD and Property Management with respect to understanding and interpreting receivable leases.
- Support the development of standard operating procedures for on-going process improvement.

SPECIFIC ACCOUNTABILITIES: List the most important end results or outcomes of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-8 core end results. For each end result approximately 3-6 activities should be described (See Writing Guide [Page 8](#)).

- 1 Provide comprehensive expertise, particularly business advice and seeking legal advice or opinions from Justice, in a

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variety of circumstances regarding commercial leasing and related agreements for INFRA as landlord.

- Provide accurate information and advice to senior management and officials from other departments on leasing matters in general, or on specific agreements as requested by senior management.
- Provide strategic advice about leasing issues (problem solve) to Land Services and ASD during project development to protect INFRA's interests, including financial interests.
- Provide risk mitigation by identification of issues and strategic advice for resolution of issues.

Ensure advice, based on business expertise and legal advice from Justice in commercial leasing and department goals and procedures, which is available to senior officials upon request, promotes effective government.

2 Provide leases and agreements, on behalf of INFRA as landlord, to NGUs consistent with and commercial practices and Justice's legal advice, as modified by policy or legislation.

- Manage professional and administrative staff in the negotiation, drafting, preparation and tracking of a wide variety of contract documents.
- Participate in the recruitment, training and development of staff to ensure a highly effective team.
- Develop the documentation used by staff to ensure the templates are up-to-date and effective from financial, organizational and Justice's legal perspectives. The "organizational perspective" is increasingly complex as a variety of strategic goals must be met simultaneously, including risk mitigation. The templates are complex not just individually (as they are a commercial leasing instrument), but they are also complex as a set as they achieve organizational goals by virtue of their intentional design.

3 Interpret individual lease agreements for the benefit of Property Management, ASD and Risk Management & Insurance to assist their activities.

- Seek legal interpretation from Justice and provide the interpretation and analysis of lease clauses to other areas to facilitate proper administration of the agreement.
- Prepare contractual notices required by the agreement and advise Property Management on steps with regard to enforcement of agreement terms.

The agreements are complex contractual and financial instruments. Receivable Leasing interprets and seeks advice from Justice to facilitate the administration of the leases by Property Management and to advise ASD with regard to the impact of specific terms and conditions in agreements.

4 Develop and provide analytical tools for the benefit of Leasing, ASD, Senior Management and other departments, specifically with regard to the Receivable lease portfolio.

- Ensure that the reports generated from the Asset Inventory System, in particular the NGU/Ministry Support Report, are accurate and provide useful information to other areas. New reports continue to be developed for the purpose of evidence-based policy development.

The provision of useful summarized information promotes transparency, consistency and fairness in the treatment of similar NGUs. The provision of useful information also promotes strategic planning of space.

5 Provide supervision of Receivables' participation in significant interdepartmental projects.

- Provide expertise and advice to stakeholders during development of projects.
- Provide documentation as required to address the leasing requirements of the project. Some projects require a suite of documents (which complement each other) to address the complicated leasing requirements of the project.

The Receivables area is recognized as a centre of operational and administrative expertise with respect to receivable leases.

6 Lead or participate in the development and implementation of policies and procedures.

- Support the development of policies and procedures which directly affect NGUs across the Province, eg. NGU Policy & NGU Procedure.

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- Lead or participate in the development of documentation of standard operating procedures.
- Lead or participate in the development of reports which promote productivity or evidence-based policy development, eg. NGU Report.
- Facilitate the internal use of the Extranet and Intranet to promote efficiency.
- Provide programs to ASD and Property Management to educate the areas about key aspects of the agreements and processes.

KNOWLEDGE/EXPERIENCE: Include information on required diplomas and degrees along with identifying the most important knowledge factors, including knowledge about practical procedures, administrative, specialized techniques, etc. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position (see Writing Guide [Pages 9-10](#)).

Knowledge Required:

- Professional knowledge including:
 - An in-depth knowledge of leases, contracts in general and other related documents, commercial leasing practices and legislation, and internal policies and procedures.
 - Real estate commercial leasing market trends, issues, components and economics.
 - Leasing practices including strategic marketing, operating costs, property taxes/assessments, commercial insurance, the Province's risk management program, and negotiable terms vs. non-negotiable terms.
 - An in-depth knowledge about specific IT systems and databases used by Leasing and other business units.
- Organizational knowledge including:
 - Identification of enterprise risk (this involves both a "global" perspective of the impact of Receivables leases on the organization as a whole as well as an evaluation of the potential risks presented with each project).
 - Awareness of the possible political sensitivity of the tenant.
 - Understanding of INFRA's business plan, measures and results.
 - Knowledge of the requirements of other areas within INFRA including practices, procedures, possible constraints, and information needs with respect to Receivable leasing.
 - Government policies and project-funding processes, as applied to "sponsored" non-government users of space.
- Management knowledge including:
 - Recruiting, training and coaching staff.
 - Human resource practices and procedures.

Skills Required:

- Strong analytical, problem-solving and decision-making skills.
- Effective negotiation and communication skills.
- The ability to anticipate change and proactively re-direct Receivables to embrace change in a positive fashion.
- Ability to interact professionally and work effectively with senior management, other business units, other departments and stakeholders.
- Highly organized and effective time manager.
- Detail oriented while at the same time keeping the "big picture" in mind, particularly with regard to INFRA's corporate objectives.

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- Works well under pressure and has the ability to withstand significant stress.
- Decisive, assertive, confident and self-assured.
- Team oriented; shares expertise and leads by example.
- Supervisory skills including recruiting, training, and coaching.
- Innovative and creative and seeks out opportunities, both internally and externally with respect to tenants and internal stakeholders.
- Extensive experience in drafting commercial leases and agreements associated with realty in general.

Education/Training Required:

- A related university degree including course work in contracts, real estate and negotiation. A law degree and some knowledge of environmental law is an asset. Education should be supplemented by 5 years progressively responsible experience in a commercial leasing or real estate environment.

LEADERSHIP AND BUSINESS KNOW-HOW: Specify the level of integration, organization and leadership skills required to produce the results expected of the position. Provide recent examples (See Writing Guide [Pages 10-11](#)).

The Manager coordinates and organizes the business unit's activities by providing direction to staff on real estate legislation and business practices, policies and procedures, and by ensuring the unit's direction supports INFRA's goals. The Manager's position facilitates relationships on behalf of staff with other department divisions, other government departments, the public and other stakeholders. The Manager's position is also responsible to tracking the team's performance and deliverables.

The Manager, knowledgeable in commercial leasing business practices, legislation, and internal policies and procedures, leads the team of professional, technical and administrative assistant staff in the negotiation and initiating the preparation of Receivable leases and associated agreements, and in providing general leasing services. The projects completed by this team include very complex projects requiring consultation and negotiation with multiple stakeholders. The Manager must ensure the documentation negotiated and completed by the team is on Justice approved templates and commercially sound, follows department policy, is prepared in a fair and transparent manner, protects the Province's interests, generates revenue, and facilitates internal business practices and procedures. The Manager must also coordinate Receivables involvement in complex projects involving competing interests to ensure that INFRA's lease obligations are properly considered.

The Manager, in addition to assigning projects, evaluates projects and Receivables overall direction from an enterprise risk mitigation perspective, consults with Justice on legal issues, provides guidance and direction to the team regarding commercial issues, and the proper application of policies and procedures. The Manager is responsible for improving Receivable leasing practices to achieve best practices for the benefit of both the department and tenants.

Receivable leases are signed in accordance with the Expenditure Officer Authority Guidelines. The agreements may also be politically sensitive.

PROBLEM SOLVING: Describe difficult or challenging situations the position is typically expected to solve; the degree of originality of the solutions; and the assistance available (See Writing Guide [Pages 11-12](#)).

- The Manager provides advice and direction to the lease negotiators in situations which may involve several parties including other departments, consults Justice on legal issues, difficult market conditions, sophisticated or demanding opposing parties, and may be politically sensitive. One or all conditions may be present at the same time. The project value to which these agreements relate can be \$1 billion or last 99 years (or both, for example, Edmonton Clinic). The type and content of these agreements is usually developed completely in-house.

PROBLEM SOLVING: Describe difficult or challenging situations the position is typically expected to solve; the degree of originality of the solutions; and the assistance available (See Writing Guide [Pages 11-12](#)).

- The Manager conducts "environmental scans" of the needs of other areas and departments to ensure that specific goals and needs of stakeholders are facilitated by best practices and procedures within Receivables. For example:
 - The Manager has extensively standardized the templates so that Property Management can control costs and practices of their TPM contractors due to specific, easily identified consistent sections in the agreements.
 - The Manager initiated the development of data-rich reports for use in evidence-based policy making, eg. NGU Ministry Support Report and the NGU Report. Receivables designs the reports around questions that should be asked about how INFRA grants space to NGOs from an accountability and best practices perspective as an effective analytical tool.
 - The Manager has initiated the addition of "direct debiting" to the Receivables area, which involves amending the documents to permit the direct debiting of tenants' financial accounts to pay rent and working with the Information Technology and Finance units to implement from an IT perspective. Direct debiting of rental payments owed by tenants will result in a significant reduction of rental arrears and improved administration of leases within Property Management.
- The Manager develops Standard Operating Procedures to address gaps in practice in support of on-going process improvement.
- Alberta Justice is consulted regarding complex legal issues to confirm the appropriate approach to legal matters identified by Receivables: otherwise the Director of Leasing is consulted regarding non-legal matters outside of policy guidelines.

RELATIONSHIPS/CONTACTS: Identify internal and/or external clients, partners and stakeholders with whom your position communicates and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken) (See Writing Guide [Pages 12-13](#)).

Clients	Frequency	Nature and Purpose of Contact
Internal		
• Director	• Daily	• Advice, recommendations
• ADM/Executive Director	• Monthly	• Advice, recommendations
• Justice lawyers	• Infrequent unless specific project initiated such as review of particular issue, eg. "prime contractor" in context of leases and TPM contracts	• usually broad-based legal issues as they pertain to Receivables in general (e.g. the management of insurance risk in templates)
• Risk Analysts (Risk Management & Insurance)	• Monthly or less	• discussion of insurance & risk management issues, usually broad perspective rather than project focused
• Municipal Affairs	• Infrequently	• Provide info, lease interpretation
• Officials from other government departments and agencies - issue resolution, consultation on leasing issues	• Weekly if active committee	• Advice, recommendations
• Leasing staff	• Daily	• Problem solving regarding specific lease projects & administration of agreements
• Service Alberta & IMB	• Monthly or less if active project	• Problem solving regarding specific IT projects
• Technical Services re: environmental site assessments.	• Monthly or less	• usually broad-based technical issues, e.g. appropriate lease terms regarding ESAs.

RELATIONSHIPS/CONTACTS: Identify internal and/or external clients, partners and stakeholders with whom your position communicates and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken) (See Writing Guide [Pages 12-13](#)).

Clients	Frequency	Nature and Purpose of Contact
<p>External</p> <ul style="list-style-type: none"> Tenants or their representatives (lawyers, realty managers) ASD Property Management Land Planning & Strategic Asset and Accommodation Planning Finance 	<ul style="list-style-type: none"> Infrequently as project work handled primarily by lease negotiators A few times/week Monthly or less Weekly As needed 	<ul style="list-style-type: none"> Management and mitigation of potentially political situation. Advice, recommendations especially around policy development and best practices, problem-solving Advice, lease interpretation, environmental scanning. Advice, recommendation, coordination of lease projects with other realty projects. Usually providing information from a policy and best practices perspective.

IMPACT AND MAGNITUDE OF JOB (SCOPE): Identify how the position directly affects results, and the extent to which stakeholders are affected by those results. Provide recent examples (See Writing Guide [Pages 13-14](#)).

The Manager, Receivable Leasing is responsible for results that affect key areas of INFRA on a regular basis (Property Management and Property Development), the liabilities of INFRA (through insurance claims); and other government departments on an occasional basis, e.g. partnerships developed with third parties (tenants) to implement departmental programs. The position is responsible for ensuring that the Receivables area is productive and facilitates the goals and objectives of other areas. The strategies and processes that are developed and implemented by this position have a significant impact on INFRA as Receivables generates significant dedicated revenue (~\$10 million) and facilitates cost control, which benefits INFRA.

CHANGES SINCE LAST REVIEW: Identify significant changes, that have impacted the major responsibilities and accountabilities assigned to your position since the last review (See Writing Guide [Page 14](#)).

The position is much less project focused. The position focuses on integrated processes and strategies to achieve best practices. Justice's legal role has been clarified throughout the document.

COMPARABLE POSITIONS: List comparable GOA benchmarks (See Writing Guide [Pages 14-15](#)).

The Manager, Receivable Leasing position is primarily responsible for program delivery but also process and practice development. Finding comparable benchmarks proved difficult. The following comparables are program delivery positions:

Benchmark Evaluation - M420-23 (attached) is stronger than the Manager, Receivable Leasing position based on the following:

- Know How – both positions require in-depth knowledge of fundamentals and the jobs involve continual interaction and negotiation. The Regional Director is responsible for coordination and organization of all aspects of regional capital construction. The Manager, Receivable Leasing's focus is somewhat narrower being responsible for negotiation and documentation support to the Province's commercial leasing program (as landlord) and active

COMPARABLE POSITIONS: List comparable GOA benchmarks (See Writing Guide **Pages 14-15**).

involvement in various major departmental and interdepartmental initiatives.

- Problem Solving - The Construction manager has a greater number of processes to consider resulting in more complex decision making. The Manager, Receivable Leasing resolves problems within the more specific realms of commercial leasing; however, due to the political sensitivity of a number of complex projects, the position requires creative problem-solving and strategic thinking.
- Accountability - The Construction Manager coordinates all aspects of projects for a large geographic area and high accountability. The Manager, Receivable Leasing would have a high but lesser accountability with respect to the balance of the duties.

Benchmark Evaluation - M410-22 (attached) is weaker than the Manager, Receivable Leasing position based on the following:

- Know How - The positions are similar in depth but the Manager, Receivable Leasing would require knowledge in a variety of areas.
- Problem Solving - The Manager, Receivable Leasing acts without support subject to broad practices and general guidance, whereas the Manager Land Access and development is guided by regulations and department mandates.
- Accountability - The Manager, Receivable Leasing has significantly more freedom to act whereas the Manager Land Access and Development's Freedom to Act is impacted by the next level of management.