

[Guide](#) [Benchmarks](#) [Competencies](#)

New

Ministry

[Assisted Living and Social Services](#)

Describe: Basic Job Details

Position

Position Number

Working Title (30 characters)

[Compliance Director](#)

Requested Class

[Senior Manager \(Zone 2\)](#)

Job Focus

Supervisory Level

Business Unit

Dept ID

Program Code

Employee

Employee Name (or Vacant)

Organizational Structure

Division, Branch/Unit

☐ Current organizational chart attached?

Supervisor's Position Number

Supervisor's Working Title (30 characters)

Supervisor's Current Class

Design: Identify Job Duties and Value

Job Purpose and Organizational Context

Why the job exists:

Under the general direction of the Executive Director, Licensing & Compliance Monitoring, the Director provides strategic leadership to a team of professionals located across the province in the development and implementation of a comprehensive licensing and compliance monitoring regime in home and community care. In doing so, the incumbent contributes to a safe physical environment, client rights and quality of care for Albertans receiving health care services in their home or community settings.

The Director supports the overall compliance monitoring functions of the branch and supports the operational areas mandated under the Continuing Care Act.

In this capacity this position provides leadership to a provincial team responsible for:

All administrative activities, including quality assurance related to regulatory inspections, investigations, and publicly-funded home care and community care. Inspections are conducted periodically, and investigations are completed when there is a risk to the health and safety of clients, including alleged failure to comply with the standards and/or legislation.

Responsibilities

Job outcomes (4-6 core results), and for each outcome, 4-6 corresponding activities ([sample policy research job](#)):

1. Provides strategic leadership to the Continuing Care Units which administers the legislation, and for the implementation and maintenance of a strategic framework to ensure the safety and wellbeing of clients, and prevent critical incidents/reportable incidents:

- Communicating a compelling vision and modeling ethical behavior consistent with the values of the Alberta Public Service.
- Understanding and communicating the CC legislation, and regulatory compliance monitoring across the ministry, government and the broader public.
- Ensuring the development of a strategic framework, policies and programs for compliance management to protect vulnerable Albertans in accommodations and/or receiving publicly funded care in order to fulfill key purpose of the CC legislation.
- Provide expertise to health compliance officers using evidence-based inspection methodology focused on the mandate and goals of the department and having well defined and achievable results and resources.
- Provide strategic direction to the staff in the identification, development and implementation of compliance monitoring and risk management methodologies, complaints investigations, program development, policies and processes to ensure targets and timelines are met and aligned to ministry goals.
- Maintain current knowledge of industry business and trends with particular focuses on publicly delivered health services, and audit/investigation.
- Leading robust public, stakeholder and staff engagement, and education efforts to ensure the Ministry's efforts are informed by Albertans who rely on publicly funded CC services.
- Anticipating, identifying and collaborating with the Branch leadership on the challenges, opportunities, priorities and plans for the Unit and recommending approaches that support the mandate of the Branch and Division.

2. Builds and maintains a high performance, knowledge based, adaptable team by:

- Ensuring the appropriate systems and resources are available to deliver the unit's legislative and policy mandate. This includes:

- The Health Compliance Unit, responsible for a team of professionals
- Direct reports include Regional Managers;
- ensuring accountability and performance standards are met by the Unit; and
 - approving reports, briefing notes and public responses for review by the Executive Director.
- Motivating, mentoring, and developing teams grounded in specific subject matter expertise, yet flexible enough to have the up-to-date knowledge, skills and resources needed to achieve their full potential.
 - Inspiring team members through team building practices which lead to successful outcomes and deliverables that achieve the Ministry's organizational goals.

3. Supports the Minister and Senior Executive Leaders to achieve government's objectives by:

- Providing expert advice, options and strategies for policies respecting client safety standards, quality health care, and prevention/risk mitigation.
- Providing assurance that current expectations, regulations, and legislation are being followed; promoting improvements within the system; and advising senior management when significant risks are identified.
- Representing Ministry perspectives and positions on cross-divisional, cross-ministry, or cross-jurisdictional committees and initiatives as required.
- Supporting and reporting on government's priorities and the Ministry's strategic planning goals and objectives.
- Influence the Ministry's programs, systems and policies by utilizing compliance finding to direct the proper attention to issues and concerns that must be addressed in the broader health system context.
- Provide concise, well-written evidence based support for recommended courses of action.

4. Leads continuous improvement of the CC mandate to ensure its relevance and effectiveness by:

- Driving quality improvements through regular reviews of compliance management of The Act Regulations, Standards, policies and programs as needed.
- Ensuring information management systems, policies, processes, and best practices continue to support legislated requirements and the Unit's mandate effectively and efficiently.
- Identifying and addressing opportunities for innovation and continuous improvement in policies and operations.
- Overseeing program planning, data analysis, compliance monitoring, implementation, evaluation and reporting in alignment with ministry and public reporting requirements, branch and ministry business plans.

5. Builds and maintains relationships that enhance services for Albertans by:

- Collaborating with other government ministries, provincial agencies, community boards, management bodies, the public, and key stakeholders, to inform and enforce legislation and policy as well as to deliver effective system changes when required.
- Developing and maintaining strategic networks with a range of partners and stakeholders to identify trends and opportunities that may impact programming, systems or promotion of incident prevention of vulnerable Albertans.
- Managing difficult and complex relationships effectively, through a highly collaborative approach when interacting with senior and executive representatives of internal and external stakeholders.
- Promoting a learning environment and a culture of continuous improvements with the Unit teams, service providers, key partners and other stakeholders.
- Seek opportunities for collaboration where licensing and compliance monitoring involves different stakeholders within Assisted Living and Senior Services, the Government of Alberta (GOA) or outside the

GOA

LCMB statutory Coveroff

6. Serves as the Director and senior provincial regulatory official for matters stemming from the Continuing Care Act (CC Act), in alignment with legislated responsibilities and Ministry priorities by:

Fulfilling the duties, powers and functions of the Director as mandated by the CC Act and as delegated by Ministerial Order. In accordance with the CC Act, Regulations, and Standards, the Director:

- Has the full authority and autonomy to make decisions and provide direction under the Act, and is not subject to influence by internal or external forces.
- Review and makes final decisions with respect to administration of CC Act, regulations, and Standards.
- Review and makes final decisions on licensing eligibility, placement of conditions on a licence, issuance of stop orders, refusal or canceling a licence, court enforcement actions through the Court of Kings Bench (e.g., orders to comply, issuing of fines, recover expenses), management of court cases, including appeals at all levels within the judicial court system (drafting applications, evidence, timelines, affidavits, and communicating risks to the department and recommendations for approaches, preparing and presenting arguments for the Director's orders/decisions and enforcement actions. etc.).
- Approve or reject full or partial exemptions of CC Act requirements.
- The Director can require the operator to take any action they considers appropriate in the circumstances, to ensure the safety and wellbeing of residents.
- The Director is the appeal mechanism for CC Act complaints appeals. The Director reviews and makes the final decision on these appeals.
- Reverse decisions made by a complaints officers, investigators, or inspectors.
- Take further action against an operator who fails to comply with a Director's orders. In these circumstances, if the operator is found guilty of an offence, they can be fined (no more than \$100,000 or for repeated offenses no more than \$1000 per day).
- Required to notify relevant parties of inspections, complaints investigations, decisions, stop orders, appeals etc.
- May access, collect, use, or disclose personal information, health information, and financial information for the purposes of notifying other authorities and mitigating negative outcomes for

Albertans.

- Determines jurisdiction. This includes: Issuing of stop orders, cancellation of a license, and issuing legally binding directions to operators, in response to the findings of inspections/investigations, which cannot be changed by the Minister;
- Determining operators compliance with orders issued;
- Making recommendations to appropriate bodies (e.g., law enforcement, legal services etc.) as part of the Director's authority.
- Designating Inspectors, Complaints Officers and Investigators under the Act.
- Ensuring investigations, determinations and administration of CC Act are guided by administrative fairness principles and documented for examination by the Ombudsman, Court of Kings Bench etc.
- Review and approve all processes, policies, and activities related CC Act to ensure alignment with legislated requirements.

Problem Solving

Typical problems solved:

While a portion of the compliance monitoring activity is set within a regulatory framework, other aspects require significant problem solving to develop unique solutions that balance stakeholder interest, perceived risks to clients safety and health, significant political sensitivity and ministry priorities.

Examples include determining root causes and compliance actions to ensure health and safety of clients.

- Lead change when it is a lever for achieving strategic objectives.
- Propose courses of action that others may find challenging
- Anticipate the short and long-term consequences of strategies and develop backup strategies to deal with potential negative outcomes.
- Manage the dichotomy of community, stakeholder and government expectations, in accordance with all available resources and policies.
- This position builds confidence based on processes that are fair and are utilized to guide the compliance work of the ministry. Resolving client/resident safety and quality health service issues requires a strategic approach, utilizing and drawing on a network of contact as problems and solutions are individualized with systemic implications, often unknown with little precedence. The key is in the development of strategies, initiatives, activities, and information, which provides practical, effective and innovative solutions that address immediate risks and ensure sound sustainable compliance programs. These developed tactics must influence or consider actions on the part of stakeholders and partners in challenging, complex political, financial, organizational settings.
- The position works both within the regulator framework (with clearly defined regulations, legislation and guidelines and procedures) and in contexts in which no regulatory approach is developed and data does not lend itself to predictive analyses of risk. Detailed technical auditing, risk and issues management problems are sometimes non-conforming without clear precedents for solutions requiring analytical, interpretative, evaluative thinking for example compliance enforcement with third party service providers.
- This position is impacted by the requirement to balance needs of the compliance programs with program area policies, compliance practices and consistency across the business streams.

Types of guidance available for problem solving:

- Direction/guidance for the branch is provided through advice by the Executive Director, Branch Directors, Legal, and Human Resource.
- Continuing Care legislation currently has limited policy guidance in place to clarify interpretations, and therefore the position relies heavily on experience, subject matter expertise, and sound judgment in making decisions. To fill this policy gap, new legislation has been created, and policies, processes and continuous improvement activities are to be developed.
- Broad direction and guidance is provided by the Executive Director and Consultation with Legal Services and policy branches in Assisted Living and Social Services

Direct or indirect impacts of decisions:

- Decisions directly impact the health, safety and well-being of vulnerable Albertans receiving publicly funded care and/or support services.
- Decisions impact vulnerable Albertans receiving care, prevent the recurrence of critical incidents,

and identify trends that may inform policy and/or legislative changes to address gaps in continuing care.

- CC Act has a province-wide impact. Complaints, investigations, and decisions are personal and sensitive for clients, service providers, and family members. Individual's personal rights and professional careers can be affected. The manner in which the legislation is interpreted directly impacts the credibility of government.
- The Director's decisions are binding and legally require operators to undertake specific actions to comply. Failure to comply with orders/decisions is an offence under the CCAct. This carries financial liabilities and potential prosecution. It is the Director's responsibility to ensure decisions and directions under legislation, are justifiable, reasonable, appropriate, and effective.
- The Director directly impacts the outcome of appeal hearings.
- The Director directly impacts the effectiveness, efficiency, performance, and direction of the licensing and compliance monitoring unit.

Key Relationships

Major stakeholders and purpose of interactions:

Internal:

- Assistant Deputy Minister, FOIP, Legislative Services, Communication, Policy branches - ongoing frequency for coordination, consultation
- Office of the Public Guardian, Persons with Development Disability, Service Alberta - Consumer Services, Community & Social Services, Seniors and Housing, Municipal Affairs - ongoing - coordination and consultation.
- Legal services in relation to enforcement, appeals, and to clarify legal interpretations under the legislation.
- Other Divisions, Branches and Units across the Government of Alberta including the Health Advocate's Office, Advocate for Persons with Disabilities Office, and Persons for Protection in Care, to ensure seamless partnerships and integration with these authorities.
- Interacts as required with Communications and Public Engagement on communications and public engagement activities.
- Serves as a member of cross-ministry committees as appropriate, e.g., Health Advocate's Complaints integration.

External:

- Assisted Living Alberta (ALA) - Corporate, Provincial, Zone, Patient Relations, Continuing Care Associations, Professional Colleges and Associations, licensed operators and service providers, collateral authorities such as building, fire, police, health, general public - ongoing/regularly - coordination/ resolution of issues, coordination of inspections and investigations, consultation, interpretation of legislation, coordination of inspections,, provision of information, receive and respond to complaints.
- Interacts frequently with the general public/clients/families, licensed operators and service providers (Assisted Living Alberta) service providers for persons with developmental disabilities, site administrators, etc.).
- Interacts as needed with the Office of the Ombudsman, RCMP/police, elder abuse response team, professional colleges and associations, post-secondary educational institutions, other provincial programs that have similar roles as the Licensing and Compliance Monitoring Branch (such as patient relations, Covenant Care patient relations, clinical ethics team, and the Health Quality Council of Alberta) and refer issues as appropriate and provide support to Albertans.

Stakeholders:

- Additional stakeholders (beyond those discussed above) include Continuing Care Associations.

Required Education, Experience and Technical Competencies

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

If other, specify:

Bachelors / Social Sciences/ Business

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

To be successful this incumbent must demonstrate:

- A degree in related field such as health/human services/social sciences/ Law/ Police/ Investigations (Regulatory Licensing/Administration) or business supplemented with minimum 10 years progressively responsible management experience and current registration of competence in their professional college/association, if applicable.
- Professional designation in a field related to public management, quality management, or related field is preferred. Combination of post-secondary and comparable experience may be considered.
- A working knowledge of the Ministry, which includes understanding the governance and political dynamics within the provincial health system and the relationships the ministry has with Assisted Living Alberta and other ministries.
- Extensive knowledge of audit concepts, principles and processes, quality management systems development and compliance monitoring in an environment where there are limited risk indicator data.
- Extensive knowledge of diverse practices and related legislation, regulations, and policies governing the licensing and compliance monitoring regime and related provincial legislation that interface with the business area, including the implications of applicable legislation in particular the Financial Administration Act, FOIP, Health Information Act and Government Accountability.
- Knowledge of the policy development processes within the ministry and GOA.
- Knowledge of stake holder groups and their perspectives and priorities, Manages the planning, organizing and integrating of diverse stakeholders within and outside the ministry engaged in developing and implementing complex strategies and programs related to emerging sector specific issues. Position manages staff handling an extensive stakeholder/collateral authority base.
- Knowledge of project management methodologies and approaches. Have in-depth experience in managing diverse activities that will involve stakeholders, industry, sector or interest groups, and the general public, on matters where diverse and opposing positions are taken.
- Extensive knowledge and expertise in more than one functional area including continuing care operations, information technology and management information systems, audit and compliance methodologies, quality management, best practices in addition and mental health, continuing care, infection prevention and control.
- Knowledge of strategic planning, change management and leadership approaches and methods

The incumbent is required to have :

- Knowledge of legislation, administrative and civil law; law enforcement, court system and current case law; investigative techniques and law of evidence; the continuing care system and industry trends.
- Excellent leadership skills will be required, with the ability to motivate staff through managing workloads, enabled through effective communication and exceptional interpersonal skills and team building skills.
- Extensive knowledge of government structure and the roles and responsibilities of departments, divisions, branches, and units.

The specific skills required for this position include:

- Demonstrated blend of seasoned managerial competency and professional/technical know/how. The ability to interpret legislation and standards in program operations and critically analyze the interpretations and opinions of staff and others. This is required, as this position must provide definitive and legally binding interpretations in accordance with principles of administrative fairness. The incumbent must also have the capability to apply professional judgment in a decisive manner with appropriate factoring of political/organizational sensitivity and materiality.
- Demonstrated ability to develop relationships, lead projects, and work collaboratively with others, including demonstrated skills and abilities in knowledge management, team building, mentoring and facilitation.
- Ability to conduct, independently or through others, research and fact gathering in areas of compliance monitoring to standards and risk assessments often of complex situations with inter-ministry implications.
- Ability to listen constructively and move diverse opinions to a position of consensus while being mindful of potential risks to client safety, health or government reputation.
- Strong written and verbal skills that demonstrate the ability to communicate in an authoritative, clear

and effective manner. This is required for drafting decisions, preparing technical reports and drafting correspondence for the minister and senior department managers. Excellent interpersonal and communication skills in interacting with all organizational levels with varied understanding of compliance and monitoring; ability to interact (collaborate, establish relationships) with a variety of external and internal clients at different organizational job levels.

- Strong leadership qualities adaptable to evolving management styles and team dynamics. This position must be able to foster personal growth and allow team members to achieve their potential, yet recognize the need to assign, review and approve project tasks undertaken in accordance with the legislated responsibilities of the positions.
- Strong planning, analytical thinking, problem solving skills and the ability to adapt, innovate and transform theoretical concepts into practical ideas, scalable immediate detailed scenarios and/or longer term broader issues.
- Ability to self-direct and initiate ideas and work deliverables in anticipation of new business requirements and strong organizational and time management skills to manage competing priorities.
- Highly competent relationship skills encompassing negotiation, mediation and conflict resolution.
- Ability to deliver client focused, value added, timely and cost effective professional consultative services in a fast-paced customer oriented work environment.

Strategic Thinking

- Taking a broad scale, long-term view, assessing options and implications while considering immediate risks to client rights, safety and care.
- Develop strategies to respond to broad-scale, long-term view of challenges and opportunities.
- Create a strategy for own area that supports the government and ministry's vision.
- Consider the big picture when considering possible opportunities or thinking about long-term applications of current activities.
- Use knowledge of the projected direction of government in order to anticipate the impact of changes on the department.

Relationship Building

- Develop and maintain win/win relationships and partnerships across the department, inter-ministry and with stakeholders, mindful of the need to enforce legislation and policy.
 - Develop formal and informal relationships with a wide circle of stakeholders, beyond those involved in current activities, including potential stakeholders and information links.
 - Promote fairness by ensuring the department's business is conducted with impartiality.
 - Develop relationships with the intent of achieving effective delivery of relevant compliance monitoring services.
 - Manage difficult and complex interpersonal relationships effectively.
- #### Resource Management
- Effectively manage internal/external resources to achieve organizational goals.
 - Use partnerships and other indirect resourcing approaches
 - Ensure appropriate accountability and performance standards are met.
 - Delegate authority and responsibilities appropriately.
 - Efficiently oversee a range of significant compliance and monitoring programs and time-sensitive issues using appropriate resources.

Leadership

- Positively influence people and events in a leadership role.
- Communicate a compelling vision.
- Work with the team to develop strategies to meet future challenges
- Model ethical behaviour consistent with the values of the Alberta Public Service.
- Engage others in strategic thinking and challenge them to take action in spite of barriers
- Alert and commit groups to the need for specific change and its implementation.
- Provide leadership where team members have significant technical expertise.

The Unit functions are inter-connected with the work of other internal and external stakeholders (e.g.,

branches, divisions, ministries, health care providers, professional associations). This position fosters mechanisms for collaboration and information sharing with stakeholders. Internally, this position provides vision and planning to guide the work of the unit.

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		
Drive for Results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<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 	Develops strategies to respond to broad-scale, immediate to long-term challenges and opportunities. For example - program planning and implementation to achieve ministry priorities which involve significant political/ business risks, extensive stakeholder involvement and impacts Albertans' health, well-being and safety.
Systems Thinking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<p>Integrates broader context into planning:</p> <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 	Takes a broad scale, long-term view, assessing options and implications while considering immediate risks to client safety and well-being. Challenges are indicators of overall system level concerns and require broad scale, long-term strategies while considering immediate risks.
Build Collaborative Environments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<p>Creates an open environment of communication:</p> <ul style="list-style-type: none"> • Promotes sharing of expertise • Initiates strategic communication systems • Anticipates and addresses potential conflict areas • Inspires with a bold, complete and shared vision • Leads cross-functional collaboration 	Development of win/win relationships with stakeholders and partners in order to monitor and enforce legislation and policy. For example, system-wide "wicked" problems require coordinated and collaborative approaches with multiple stakeholders to resolve/ address challenges. The successful implementation of the Continuing Care Act

			Regulations and its Standards.
Creative Problem Solving	○ ○ ○ ○ ●	<p>Creates the environment for innovative problem solving:</p> <ul style="list-style-type: none"> • Generates new ways of thinking; ensures right questions are being asked about a problem • Eliminates barriers to creativity and innovation • Encourages a culture of innovation 	<p>Development of win/win relationships with stakeholders and partners in order to monitor and enforce legislation and policy. For example, system-wide "wicked" problems require coordinated and collaborative approaches with multiple stakeholders to resolve/address challenges. The successful implementation of the Continuing Care Act Regulations and its Standards.</p>
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 	<p>The 2024 fiscal year saw legislative changes in continuing care, with development of Acts Regulations, and Standards that requires implementation. This role ensured deliverables were/are managed appropriately and integrated without impacting external stakeholders.</p>
Develop Networks	○ ○ ○ ○ ●	<p>Builds trust to fairly represent every party:</p> <ul style="list-style-type: none"> • Uses network to identify opportunities • Establishes credibility and common purpose with a range of people • Actively represents needs and varying groups • Creates strategic impression by inspiring and connecting with values and beliefs 	<p>Established trust and credibility with team/unit/branch/division members/Ministry and with stakeholders in the importance of meeting current and future requirements for licensing and continuing care regulatory compliance. Keep staff/working groups etc. inspired and on track despite changes in unit/branch/division and ministry over the next 6 months, and ensure deliverables are meet within timelines during</p>

			periods of resource constraints
Develop Self and Others	○ ○ ○ ○ ●	<p>Champions development and learning in all groups:</p> <ul style="list-style-type: none"> • Actively learns about the broader organization • Brings others together to identify issues and successes, and takes a systems thinking approach • Champions development and leadership building 	<p>Engages in continuous learning and professional development opportunities including formal training in administrative fairness and leadership competencies. Applies learned concepts daily to strengthen the unit/branch and to lead others. Leads regular dialogue with staff to establish professional development strategies and ensure the unit/branch is well supported. Motivates and builds individual/unit/branch knowledge/capacity to meet shared goals. Inspectors have significant delegated authority and are leaders who represent the ministry in the community. Role includes, exploring other GoA regulatory bodies, and implementing any required training, e.g., Peace Officer/inspector/investigator/other training to better support regulatory staff who may have sector experience, but limited regulatory application. Supports regulatory staff and operational staff to collaborate and develop the program that meets both needs. Actively seeking to develop people leaders formally and informally and providing support/training that aligns with where staff are at.</p>

Benchmarks

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