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Ministry

Infrastructure

## Describe: Basic Job Details

### Position

Position Number

Working Title (30 characters)

Project Manager

Current Class

Manager (Zone 2)

Requested Class

Manager (Zone 2)

Job Focus

Operations/Program

Supervisory Level

00 - No Supervision

Business Unit

Dept ID

Program Code

### Employee

Employee Name (or Vacant)

Vacant

### Organizational Structure

Division, Branch/Unit

CPDD/MCP-Group A

Current organizational chart attached?

Supervisor's Position Number

Supervisor's Working Title (30 characters)

Senior Project Manager

Supervisor's Current Class

## Design: Identify Job Duties and Value

### Job Purpose and Organizational Context

Why the job exists:

Reporting to a Senior Project Manager or one of four Directors within the Health Facilities Branch, the project manager directly manages the delivery of assigned health capital projects. As the project team leader, the project manager defines project requirements with clients; coordinates the activities of in-house team members, private sector consultants, and contractors; and ensures that project scope, time, cost and quality objectives are met. The project manager ensures all phases of project activities comply with government and ministry legislation, policies, guidelines, standards and procedures. A key component of this position is working with stakeholders and industry to achieve results, requiring extensive professional knowledge of project management principles including knowledge of procurement, design, and construction disciplines.

### Responsibilities

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

1. Establish, manage and direct the project teams to successfully deliver assigned projects, which is achieved by:
  - Managing the planning, execution, control and closure of assigned capital health projects within approved scope, cost and schedule.
  - Identifying in-house resources for the project team
  - Defining design team (architect/engineers) and specialty consultant responsibilities, and preparing requests for proposals

- Assist in evaluating specialty/design team proposals
  - Identifying, involving and collaborating with other stakeholders as required
2. Project scope and parameters are established to meet client requirements within all applicable Ministry and Government standards and guidelines, which is achieved by:
- Initiating and directing the development of business cases to evaluate alternative capital development solutions
  - Initiating and directing the preparation of functional programs in consultation with Alberta Health Services (AHS)
  - Collaborating and working closely with AHS and other stakeholders to accurately assess project and program delivery requirements and scope
3. Project budgets are established and maintained, which is achieved by:
- Developing and evaluating alternative project solutions and related costs
  - Managing project expenditures through all stages of project implementation to ensure maximum value within approved budget
4. Project schedules are appropriately established and maintained. This is achieved by:
- Collaborating with project team members to establish feasible milestone dates that incorporate critical events and the operational requirements of the clients
  - Establishing the project critical path and ensuring consultants provide deliverables as scheduled
  - Directing in-house resources activities to meet project deadlines including technical and cost management services
5. Design, tender, construction and building commissioning processes for assigned projects are managed appropriately. This is achieved by:
- Directing consultants to ensure quality control of deliverables, such as building system start-up/verification reports, design reports and contract documents, and to ensure completeness and compliance with ministry standards and guidelines, and code requirements including LEED (Leadership in Energy and Environmental Design)
  - Determining the need and scheduling reviews by in-house technical staff or external consultants
  - Determining the appropriate project delivery and tender process and evaluating construction bids to determine award of construction contracts
  - Monitoring the construction/turn-over/commissioning processes to ensure quality of construction, compliance with specifications and achievement of established milestones and overall schedule
6. Risk is appropriately managed. This is achieved by:
- Implementing risk management control procedures
  - Determining which risks are likely to affect the project scope, cost and/or schedule and evaluating the likelihood of such risk
  - Developing responses to identified risks - avoidance, mitigation and/or acceptance.
7. Senior ministry officials and clients are supported in decision making and achieving branch and department goals. This is achieved by:
- Maintaining current project scope, cost and schedule information and reporting status
  - Developing Ministerial briefings and correspondence on project-related issues
  - Responding promptly to project-related inquiries from senior management
8. Administrative controls for projects are maintained and monitored. This is achieved by:
- Managing consultant and architect contracts and determining payment of associated invoices
  - Directing payment of general contractor progress claims
  - Managing and maintaining a change control process including approving change orders within established

contractual requirements and internal expenditure guidelines

9. Ministry and cross-government initiatives are provided with input and active participation. This is achieved by:

- Participating on committees to improve internal procedures and automated systems
- Representing the ministry on cross-government and external committees, promoting the ministry's interests and sharing information

## Problem Solving

Typical problems solved:

The project manager plans and manages activities and resources to effectively deliver assigned projects within scope, schedule, and budget constraints and in compliance with relevant legislation, policies, standards, and guidelines. Issues and problems with projects can expose senior government officials to negative comments and may lead to requests for additional funding. The project manager is expected to recognize potential issues, including those with political sensitivity and alert senior ministry officials, as well as develop recommendations and solutions to resolve or avoid identified challenges.

This position facilitates problem solving and decision-making processes involving clients, stakeholders, and ministry representatives and must recognize the often conflicting perspectives and requirements of the parties when managing assigned health capital projects. Projects by nature are unique and complex; therefore, sound professional judgement and strong reasoning and evaluation abilities are needed to analyze problems, determine feasible and appropriate action, negotiate contracts, resolve performance issues and costs or schedule overruns, and develop creative solutions.

The project manager has access to assistance and direction from the Director and the Executive Director within the Health Facilities Branch and other senior ministry representatives when dealing with politically sensitive projects or issues with the potential for very significant impacts on clients, consultants, contractors and stakeholders. The project manager is expected to demonstrate a pro-active approach in alerting senior ministry representatives to potential issues and developing recommendations to meet the identified challenges. This position is relied on to maintain the ministry's credibility to clients industry and stakeholders, including the general public

Types of guidance available for problem solving:

Direct or indirect impacts of decisions:

Project management services are provided for Alberta Health Services' projects throughout Alberta, with project budgets ranging from \$5 million to over \$1 billion. Project stakeholders include the public, Alberta Health Services staff, government employees, and private sector contractors, consultants and architects/engineers.

The project manager is relied on to manage the project delivery processes within relevant scope, time and budget constraints, leading project teams to fulfill client requirements while maximizing cost-effectiveness and efficiencies and ensuring compliance with applicable legislation, policies, standards, and guidelines.

## Key Relationships

Major stakeholders and purpose of interactions:

Internal

- Director, Health Facilities Branch (daily, to discuss work priorities & projects).
- Executive Director, Health Facilities Branch and ADM, H&GF (Weekly or as required, to receive overall direction & strategic advice).
- Representatives from other branches, such as Technical Services, and Program Management (ongoing as needed, to discuss technical, procurement and other project requirements).

External

- Senior officials from Alberta Health Services
- Representatives from consulting and construction industry (ongoing, to discuss program & facility needs & report progress).
- Senior officials and staff from other government ministries, boards and agencies (ongoing, to discussion project needs, monitor work & report performance).
- Stakeholders, facility users and tenants (ongoing, to obtain input on client needs & discuss/resolve issues, outline project parameters & discuss/resolve issues).

## Required Education, Experience and Technical Competencies

| Education Level  | Focus/Major | 2nd Major/Minor if applicable | Designation |
|------------------|-------------|-------------------------------|-------------|
| Diploma (2 year) | Engineering |                               |             |

If other, specify:

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

- Knowledge of health facility planning, design, construction and building commissioning processes and standards, and document requirements of the ministry
- Extensive knowledge of project management techniques and methodologies are essential to manage all phases of a project from conception through design, tendering, award and construction
- Knowledge of basic planning, design, construction and building commissioning theories, disciplines and process, including those related to architecture and structural, mechanical and electrical engineering
- Provincial and national building standards and codes, construction industry and trades definitions, building systems and components/products and job-site safety regulations
- Applicable government and ministry policies, functions, standards, procedures, and resources relating to the management of capital projects
- In-depth knowledge of project management theories and principles
- Thorough understanding of decision-making processes used within the ministry and government.
- Ability to lead and manage all aspects of work performed by in-house technical teams, private sector consultants, and contractors
- Strong decision making skills and demonstrated facilitation/negotiation skills to resolve issues relating to design proposals, payment progress claims, fee determination, and construction contract delays or extra cost claims
- Excellent interpersonal and communication skills to build relationships and collaborate with clients
- Leadership skills, with proven ability to develop, mentor, and manage project teams
- Strong analytical, problem solving and decision making skills
- Strong project planning and management skills
- Excellent consultation, negotiation and conflict management skills to deal effectively with complex and sensitive issues involving diverse stakeholders with potentially conflicting perspectives and requirements
- Time management and organizational skills
- Commitment to continuous improvement and innovation and to maintaining current awareness of the design and construction industry
- Impeccable judgement and above average creativity, ingenuity, diplomacy and tact to determine and respond to politically sensitive issues
- Ability to build networks and communicate with stakeholders
- Excellent writing skills required for generating reports and communications for internal and external stakeholders

### Education

- Related post-secondary degree or diploma
- Certification as a construction administrator or project manager and training in management skills and relevant software applications desirable

### Work Experience

- Extensive project management experience with the planning, design, construction and commissioning of health facilities
- Contract management experience, and considerable experience managing interdisciplinary teams and resources, and a diverse portfolio of building projects

## 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 checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <p>Takes a long-term view towards organization's objectives and how to achieve them:</p> <ul style="list-style-type: none"> <li>• Takes holistic long-term view of challenges and opportunities</li> <li>• Anticipates outcomes and potential impacts, seeks stakeholder perspectives</li> <li>• Works towards actions and plans aligned with APS values</li> <li>• Works with others to identify areas for collaboration</li> </ul> | <p>Develops process to better streamline effective project delivery. This can come in many forms to better suit the branch long term goals, this should involve working with other's to seek input.</p>  |
| Creative Problem Solving | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <p>Engages the community and resources at hand to address issues:</p> <ul style="list-style-type: none"> <li>• Engages perspective to seek root causes</li> <li>• Finds ways to improve complex systems</li> <li>• Employs resources from other areas to solve problems</li> <li>• Engages others and encourages debate and idea generation to solve problems while addressing risks</li> </ul>                                      | <p>This role's main client base is AHS which requires engagement and addressing competing agendas. This includes the collaboration of a wide spectrum of user groups that requires engagement of outside consultants to arrive on solutions to achieve project delivery.</p> |
| Drive for Results        | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <p>Takes and delegates responsibility for outcomes:</p> <ul style="list-style-type: none"> <li>• Uses variety of resources to monitor own performance standards</li> <li>• Acknowledges even indirect responsibility</li> <li>• Commits to what is good for Albertans even if not immediately accepted</li> <li>• Reaches goals consistent with APS direction</li> </ul>   | <p>Delegation of project activities is required for success on large scale projects that consume large amount of time for planning and execution.</p>  |
| Agility                  | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <p>Identifies and manages required change and the associated risks:</p> <ul style="list-style-type: none"> <li>• Identifies alternative</li> </ul>   | <p>The ability to be flexible and adaptive to changes is a requirements when dealing with healthcare design and</p>  |

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|--|---|---|
|  | <p>approaches and supports others to do the same</p> <ul style="list-style-type: none"> <li>• Proactively explains impact of changes</li> <li>• Anticipates and mitigates emotions of others</li> <li>• Anticipates obstacles and stays focused on goals</li> <li>• Makes decisions and takes action in uncertain situations and creates a backup plan</li> </ul> | <p>construction. AHS Stakeholder group requires for decisions to be made timely and with a process to see through execution within the project constraints.</p> |
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**Benchmarks**

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

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