

## Update

Ministry

Forestry and Parks

### Describe: Basic Job Details

#### Position

Position ID

Position Name (200 character maximum)

Manager, Business Agreements and Performance

Current Class

Manager (Zone 2)

Job Focus

Operations/Program

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

#### Changes Since Last Reviewed

Date yyyy-mm-dd

Responsibilities Added:

Responsibilities Removed:

## Job Purpose and Organizational Context

Why the job exists:

Alberta's provincial parks inspire people to discover, value, protect and enjoy the natural world and the benefit it provides for current and future generations. Parks Division is focused on the operation of facilities and services in high-value (conservation and recreation) lands to provide outstanding recreational and wilderness experiences to all Albertans. Parks Division is accountable for infrastructure management, program delivery and visitor service/experience functions. The Parks Division aims to ensure outdoor nature-based recreation opportunities for all Albertans are safe, sustainable, accessible and enjoyable. Parks Division is responsible for the management of hundreds of Alberta's parks and recreation areas. This land covers thousands of square kilometers across the province.

This manager holds the accountability for a procurement framework for the division. Key divisional business services are managed through this team, which are integral to the operational success of the Division and the delivery of the provincial park system, including procurement of third party campground management, concession management and commercial recreation lease operators. Additionally, this position holds the accountability for developing and reporting business intelligence in the division, including performance measurement and information management.

The Business Agreements and Performance Manager reports to the Parks Director of Business Services and Intelligence, within the Strategy, Governance and Business Services (SGBS) Branch. The Manager works divisionally with the leadership and management team of Regional Operations Branch (ROB), SGBS Branch, and Capital Infrastructure Development and Implementation. This position works with various staff from across the division, including at the manager and director level, and with staff in other departments (AGI Contracts and SA Procurement Standards). This position has a team of 6 with 5 direct reports.

The position operates with a high degree of autonomy in planning and executing projects within the functional responsibilities listed in the next section. The position provides management and leadership for these core responsibilities.

## Responsibilities

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

### 1. Team Management - Business Agreements and Performance Team

- Development of annual work plans in alignment with branch plans, operational plans and Ministry priorities.
- Work plan execution, work plan tracking and reporting
- Budget development in alignment with Divisional budgets and targets
- Budget forecasting, tracking and reporting within appropriate cost centres
- Ensuring Expenditure Officer processes are followed and training is maintained
- Staff professional development
- Staff guidance for accountable team functions

### 2. Divisional Leadership for Business Agreements:

- Manager is responsible for creating an agreement framework for the division.
- Responsible for providing tools, process improvement and best practices for procurement execution and contract obligation in alignment with the SARTR Procurement Accountability Framework.
- Providing strategic guidance for procurement processes for revenue contracts including Facility Operating Agreements, Concession Operating Agreements and specialized revenue contracts.
- Centralization of revenue contracts in the division.
- Lead liaison between SGBS branch and Regional Operations branch specific to regional revenue contract procurement.
- Provides guidance to staff and contributes to the development of procedures, program direction, contract review, and management guidelines for new business agreements development and implementation.
- Strategic support and guidance to staff developing procurement packages, briefing packages and supporting documents.

- Liaison with the Procurements and Grants Section of Agriculture and Irrigation, as well as Procurement Standards Section of Service Alberta and Red Tape Reduction.
- Strategic development of executive briefings and recommendations for senior leadership.
- Support and guidance for the development of new tools, strategic methods and processes for revenue contracts.
- Recommendations to senior leadership on new contract initiatives.
- Development of revenue contract annual plan and cycle.
- Responsible for the coordination of the partnership page on Base Camp.

### 3. Divisional Accountability for Revenue Contracts:

- Ensuring quality control and governance for procurement processes/packages for revenue contracts - including both Facility Operating Agreements and Concession Operating Agreements.

#### Management Guidance for:

- Development of procurement packages for public tender or sole source (where approved under GoA procurement guidelines)
- Preliminary assessment
- Business case development and approval
- Request for Proposal (RFP) - development and execution
- Management of procurement evaluations
- Leadership for contract development
- Leadership for contract execution
- Contract kick off (including offer letters and commencement processes)
- Close out for unsuccessful proponents (including letters and requested debriefs)

### 4. Information Management

- Provides divisional leadership on Information Management requirements and best practices in alignment with GoA guidelines and policies.
- Strategic guidance for Base Camp (Division intranet site) management including site development and maintenance, content development, guidance documents, manuals and information resources for new program content.
- Develop and deliver divisional information systems (such as PIMS, and TEACUP). Accountable for the service delivery of the system, with ownership of data remaining with program area.
- Operates within appropriate budget allocations for the program area and cost centre. Manages the Information management third party contracts associated procurements.
- Provides guidance to staff for briefing packages and presentations.
- Provides guidance to staff on the development of Information Management frameworks and policies for the Division.
- Provides divisional leadership on information management requirements and best practices in alignment with GoA guidelines. Management of the physical file area in the Division's head office.
- Strategic support and guidance to staff developing information frameworks, surveys, performance metrics and information dashboards.
- Responsible for visitation and satisfaction performance metrics development and reporting on behalf of the Division, including oversight for the associated contracts.
- Support for divisional IT intake processes - prioritization and coordination with Technology and Innovation.

### 5. Data Analytics

- Responsible for providing management oversight and guidance for data analytics for the Division.
- Provides guidance to staff and contributes to the development of new program direction and guidelines.
- Provides guidance to staff and contributes to the development of frameworks, tools and resources to support data tools for implementation in the division. Team expertise includes data cleaning, analysis, survey design, inferential statistics, qualitative analysis and social science research.
- Strategic support and guidance to staff developing procurement or briefing packages for visitor use management analytics, survey and performance metrics and dashboards.
- Provides guidance to staff for presentations and executive briefings on data analytics.

-Responsible for recommendations to senior leadership on new program initiatives.  
-Leadership role and guidance to staff for external and stakeholder relations with academia, other Ministries (Technology and Innovation) or non-profit boards (i.e. Alberta Recreation and Parks Association) for program development and best practices.  
-Manages procurement and contracts specific to data analytics (i.e. Digital Asset Management System, Visitor Use Management, survey platforms).

## Problem Solving

Typical problems solved:

The position must deal with a range of issues that vary considerably in both scope and complexity. The position is required to either lead or coordinate the development of divisional strategies and approaches that are responsive to operational needs, publicly acceptable, and result in enhanced effectiveness. This includes revenue contract delivery and divisional guidance for information management and data analytics. In doing so, the manager would need to envision new methods of organizing and delivering the work. Developing recommendations for province-wide initiatives supporting delivery related to contract improvement and divisional guidance that requires leadership. The position will look to advance divisional approaches after reviewing best practices, collaborating with internal stakeholders, and negotiating with staff across the division.

Types of guidance available for problem solving:

-Provincial Parks Act; associated regulations, policy and regulatory processes.  
-Procurement Accountability Framework and associated documents, revenue contract templates.  
-Problem solving will require a high degree of coordination, engagement and negotiation among affected parties. The position will analyze information and identify risks/mitigation efforts in order to make decisions/recommendations in alignment with priorities and business goals.  
-Develop and maintain collaborative working relationships with a variety of internal stakeholders and decision makers. Utilize these positive working relationships to support opportunities and resolve conflicts.  
-Use creativity to recommend innovative solutions to senior management and/or external stakeholders (i.e. external industry representatives).  
-Facilitate discussions and dispute resolution amongst staff (at various levels in the division) through governance committees and working groups.

Direct or indirect impacts of decisions:

This position provides guidance and leadership for divisional approaches. The position provides direction for procurement development within the division. This includes recommendations on specific procurement processes, coordinating subject matter expertise outside the ministry specific to procurement, Risk Management and Insurance, and legal contract review. This also includes procedures, policy templates, divisional training and leadership specific to procurement, data analytics and information management.

This position addresses critical risks/issues to support required changes in field operations and services (i.e. third party site operations and contractual requirements, accurate data analysis specific to system and site visitation, in-field, real time reporting and processing via database and dashboard development, training and maintenance (i.e. campground survey dashboard, PIMS database, TEACUP dashboard, Ranger Daily Report, Visitor Engagement dashboard). This position has a direct impact and influence across the Division through program updates and the development of new programs to support the Division

## Key Relationships

Major stakeholders and purpose of interactions:

Internal:

Unit and Section Staff - Regular/ongoing

- Provide guidance, direction, support and advice and overall coordination of projects and efforts; ensure team success through mentoring, guiding and leading.

Regional Staff - Regular/ongoing

- Work directly with region to complete projects (i.e. regional revenue contract procurements, dashboards, survey and database development and maintenance); provide guidance, direction, and support; facilitate collaboration in

responsible operational functions, new program development, information management, data analytics, business agreement procurement and associated contract management tools; ensure project success through leading, facilitating, coordinating, coaching, and mentoring.

Branch Leadership Team & Edmonton Managers/Directors - Regular and as required

- Provide information and expertise on unit initiatives and new program development as it may impact other divisional projects and priorities. Monthly budget reporting for the team.

Regional Directors & Operational Managers - Regular and as required

- Meet monthly with Regional Directors and Operational Managers specific to revenue contract files and progress. Provide expertise on the initiatives being lead by the unit, ongoing coordination of efforts among staff to achieve shared operational goals.

Cross-ministry staff - Regular and as required

- Ensure effective representation of division on management level committees and task teams related to unit work; engage broader perspectives and exchange of information for advancement and support of Division operations. Specific areas of regular contact include AGI Contracts section of the Ministry.

External:

Representatives of Other Departments/External Agencies & Stakeholders - Regular ongoing and as required

- Communicate Ministry/Division strategy/direction and intent; represent Divisional priorities and positions; ensure Divisional priorities and intent are translated into program delivery; solicit input; identify and resolve complex issues. This includes facilitating decision-making and problem-solving; exchanging information; identifying opportunities for collaboration; develop strategic working relationships; make presentations as required to stakeholders. Specific areas regular ongoing communication include Treasury Board and Finance specific to Risk Management Insurance, Forestry and Parks Environmental Law Team and Technology and Innovation. Occasional liaison with Service Alberta and Red Tape Reduction specific to Government of Alberta procurement guidelines and best practices.

### Required Education, Experience and Technical Competencies

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

If other, specify:

Commerce or Finance, Public Administration/Policy, Social Sciences, Data and Analytics, Park Mgmt

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

This position requires a related post-secondary degree in a related field (i.e. public administration/policy, business, social sciences, outdoor recreation, parks and protected areas or data and analytics) along with four years progressively responsible related experience. Equivalences may be considered. Experience supervising a team is an asset.

The position requires thorough knowledge and experience in the following areas:

- GoA strategic business plan goals and policy direction related to the Ministry mandate;
- Experience in public sector procurement;
- Detailed knowledge of trade agreements;
- Detailed knowledge of legislation and policies specific to GoA procurement and provincial park permissions;
- Strong understanding of machinery of government decision-making;
- Excellent verbal and written communication abilities;
- Excellent attention to detail;
- Ability to understand policy and process implications;
- Ability to analyze information and make recommendations to find solutions based on findings;
- Ability to anticipate and positively influence the actions of others;
- Ability to manage competing priorities;
- Ability to work independently as well as in a team environment;
- Ability to exercise discretion and diplomacy in a highly sensitive environment.

- Experience with public procurement, data analytics and information management
- Knowledge of research methodologies (i.e. quantitative and/or qualitative methods) and ability to identify, analyze and synthesize information from a variety of sources.

**Skills:**

- Strong interpersonal skills to facilitate working cooperatively in a team setting with a variety of senior staff, often representing different and sometimes conflicting perspectives and interests.
- Superior analytical, problem solving and strategic development skills.
- Well-developed writing (articulate, clear, concise, grammatically correct) verbal communication and presentation skills.
- Excellent organizational project planning and management, leadership and coordination skills to review or develop policy and procedures, as well as revenue contract and business agreement tools.
- Required proficiency in Microsoft Office including Word, Outlook, Excel, PowerPoint, Teams and Sharepoint.
- Preferable to have skill set in working within databases, advanced MS Excel skills and SharePoint Online.

**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 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>Position is required to achieve results on priorities despite ambiguity in process, evolving challenges, and tight timelines.</p> <p>Develops high quality, effective communications products and efficient forms/templates and processing protocols.</p>
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>Position must integrate different types of policies and client priorities to identify the correct solution to each problem.</p> <p>Uses systems thinking to consider broader impacts of business policies and processes on partners and the GoA, in the near and long term.</p> <p>Understands interrelationships and perspectives, identifies issues and provides advice on existing and proposed business tools.</p>
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	Identifies areas for improvement in existing

		<p>issues:</p> <ul style="list-style-type: none"> <li>• Uses wide range of techniques to break down problems</li> <li>• Allows others to think creatively and voice ideas</li> <li>• Brings the right people together to solve issues</li> <li>• Identifies new solutions for the organization</li> </ul>	<p>processes and templates for efficiency and effectiveness</p> <p>Considers what gaps exist in current business practices and business partner support and suggests options for possible solutions.</p>
Agility	○ ○ ● ○ ○	<p>Identifies and manages required change and the associated risks:</p> <ul style="list-style-type: none"> <li>• Identifies alternative approaches and supports others to do the same</li> <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>Position must be able to prioritize and manage competing priorities. Also pivot between emerging issues and day to day requests (i.e. branch urgent requirements, ministry announcements and mandates).</p> <p>Adapts project and time lines to changing priorities and direction as required.</p> <p>Within general guidance/ direction, develops scope of work to meet specific goals.</p>
Build Collaborative Environments	○ ○ ● ○ ○	<p>Collaborates across functional areas and proactively addresses conflict:</p> <ul style="list-style-type: none"> <li>• Encourages broad thinking on projects, and works to eliminate barriers to progress</li> <li>• Facilitates communication and collaboration</li> <li>• Anticipates and reduces conflict at the outset</li> <li>• Credits others and gets talent recognized</li> <li>• Promotes collaboration and commitment</li> </ul>	<p>Position must work in a proactive, collaborative and integrated fashion to support ongoing procurement initiatives. Must be a team player, with clear communication to ensure competing client needs are addressed.</p>

**Benchmarks**

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