

Ministry

Jobs, Economy and Trade

## Describe: Basic Job Details

### Position

Position ID

Position Name (30 characters)

Mgr, Defence Strategic Init.

Requested Class

Job Focus

Policy

Supervisory Level

01 - Yes Supervisory

Agency (ministry) code

Cost Centre

Program Code: (enter if required)

### Employee

Employee Name (or Vacant)

VACANT

### Organizational Structure

Division, Branch/Unit

Econ Strategy, Econ. Policy and Industry Growth

Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

Dir, Defence Strat & Integrati

Supervisor's Current Class

Senior Manager (Zone 2)

## Design: Identify Job Duties and Value

### Job Purpose and Organizational Context

Why the job exists:

The Ministry of Jobs, Economy, Trade and Immigration (JETI) enhances Alberta's competitive advantage by creating the conditions that will help more Albertans prosper. This includes delivering policies and programs that grow and diversify the economy; attracting and developing a highly skilled workforce; and promoting safe, fair and healthy workplaces. The Economic Strategy and Investment Division is focused on ensuring strategies and related policies are developed with a broad economic lens and line of sight to economic growth and job creation. The division leverages stakeholder intelligence, robust economic principles and advanced data analytics to formulate effective strategies that support job creating investments in Alberta.

Reporting to the Director of Defence Strategy and Integration, the Manager of Defence Strategic Initiatives manages a team responsible for the development, integration and execution of strategies and initiatives to support defence investment, economic growth and job creation in Alberta. Key areas of focus are:

1. defence strategic initiatives development, implementation and alignment;
2. stakeholder outreach and engagement planning and facilitation; and
3. strategic option development development for high impact federal and private defence sector

investments.

## Responsibilities

### **Lead defence strategy development and alignment activities:**

- Manage the development of strategic level briefings, advice and recommendations to Assistant Deputy Ministers, the Deputy Minister and the Minister on broad economic opportunities and issues.
- Plan, develop, and implement processes that enable the team to provide strategic advice and recommendations for executive leaders and elected officials on emerging defence issues, trends, opportunities and challenges associated with Ministry outcomes and objectives.
- Provide accurate, timely and relevant information on issues relating to JETI's defence strategic initiatives to a range of stakeholders with varying perspectives.
- Ensure up to date intelligence and awareness of relevant government priorities, programs and accountabilities around defence investment.

### **Develop networks and partnerships, to ensure strategic advice and perspective are integrated across GoA defence activities**

- Establish networks among a broad range of stakeholders to gather intelligence and inform policies.
- Lead cross-functional teams from across industry to integrate research, analysis, data and information drawn from diverse sources.
- Manage the team's design, development and implementation of defence initiatives identified as priorities by the Minister, Ministry and broader Government of Alberta, working closely with other teams in the Unit and Branch.
- Assess and advise on stakeholder perspectives to government officials, such as through briefing notes, information packages and correspondence.

### **Develop strategic, customized options for Government of Canada and private sector defence investments and priorities:**

- Work to identify barriers to final investment decision for strategic defence investments which cannot be addressed through existing or proposed government policies, programs or services.
- Examine barriers, develop and analyze potential options, and assess the risk/rewards of potential government action for the unique situation of each potential defence investment to support collaboration with multi-ministry, cross-functional teams and external engagement, as required.
- Find ways to close funding gaps for defence investors, balancing common barriers to investment, fairness and the need for customization based on unique investment circumstances (e.g. differences based on industry, location, type of facility being developed, competing jurisdictions, related regulatory frameworks, funding supports available, etc).
- Lead the team in developing recommendations to set defence priorities and determine if they are aligned with organizational goals and objectives.

### **Advance leadership, mentorship and employee development:**

- Lead a team of program services professionals in a strong systems thinking approach, in particular the identification of impacts, interconnectedness and/or unintended consequences across a broad range of defence opportunities and challenges.

- Coach the team to identify, innovative and effective approaches/alternatives, anticipation of ministry leadership/cross-ministry/stakdholder reactions, and manage issues and relationships.
- Support staff in their professional development goals by providing regular feedback and opportunities for training and stretch assignments where possible.
- Collaborate with other program area leaders to build and sustain open and effective communication channels between units, branches, divisions and with cross-ministry partners.
- Demonstrate the Alberta Public Service Values of Respect, Accountability, Excellence and Integrity; contribute to the advancement of Diversity and Inclusion in the Alberta Public Service; and foster a positive and inclusive workplace.

## Problem Solving

Typical problems solved:

The Manager must exercise judgment and interpretation in resolving a range of complex issues, where there is often no framework or parameters for issue management.

Defence strategy influences investment into the province. The situations facing the Manager are generally unstructured and approaches to issues not determined. The issues managed can arise on short notice.

*Mitigation:* Develop extensive networks and a strong understanding of industry and cross-ministry economic priorities.

The work is politically sensitive and involves building coalitions among other ministries/jurisdictions, and considering the perspectives of a range of stakeholder, or recommending new options or paths forward. As such, there are few precedents to follow.

*Mitigation:* The position depends critically on the ability to observe mandates, interpret political direction, judge correctly and work cooperatively while maintaining the ministry's and Government of Alberta's objectives and goals. Strategic and critical thinking, along with strong judgment skills and political acumen are essential to this position.

Types of guidance available for problem solving:

There is often little guidance available for problem solving. Issues that arise are often new and without precedent. Quick thinking, judgment and political acumen are necessary qualities of the successful candidate in this position. There is no "manual" for how to perform this job and as such, the position works with considerable "grey space" and must develop solutions to rapidly evolving issues with little notice and limited external guidance. The Director and Executive Director are available to provide strategic guidance and advice on proposed options developed by the Manager.

Direct or indirect impacts of decisions:

The Manager regularly leads their team to provide key strategic input to inform decision making for the Minister, Deputy Minister, and other executive and senior officials within the department, and more broadly across government including to the Deputy Minister of Executive Council. Strategic option development is regularly focused on high impact investments ranging from \$100 million to multi-billion projects which create hundreds/thousands of jobs and support broader industry expansion and economic diversification. Misjudged or misaligned options for provincial action risks these projects relocating to other jurisdictions.

The Manager must proactively build relationships to position the ministry and the Government of Alberta as a credible and trusted representative for the Unit, in addressing strategic industry and broad economic matters. The position must utilize internal and external resources to best deliver these results.

The Manager must ensure recommendations developed by the team are well-considered in terms of research accuracy and diligence, and clearly conveyed, in order to provide clarity and strategic advice to

decision-makers.

## Key Relationships

Major stakeholders and purpose of interactions:

Director/Executive Director: To provide guidance, advice and support as required; to complete tasks as required.

Economic Strategy and Investment Division staff: To support progress toward achieving division goals and objectives on various projects and initiatives; to guide and assist in the preparation of reports and other materials. Provide key intelligence, strategic options and proposed plans to the Director and Executive Directors.

Other Jobs, Economy, Trade and Investment divisions: The position's mandate focuses on formulating effective, appropriate and responsive defence strategies and initiatives. This position identifies and facilitates engagement with relevant program areas throughout the department, develops an understanding of competing interests and is a leader in collaborative development of approaches to address current and emerging issues/further the priority.

Other Government of Alberta ministries: To provide advice/input/updates; represent ministry priorities; support cross-ministry economic strategy initiatives; develop options to address barriers for high impact defence investment opportunities.

Senior members of economic development associations, private sector companies and stakeholders: To expand ongoing intelligence gathering, accessing reliable information to inform defence strategy development and customized options to address barriers for defence investment; represent ministry priorities.

## Required Education, Experience and Technical Competencies

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

If other, specify:

Disciplines such as business, economics, public administration, economic development, political science

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

This position relies on political acumen and a thorough understanding of government decision making processes in order to adequately advise and support the Director and Executive Director, and provide strategic advice on a range of economic issues to cross-ministry partners and external stakeholders.

Strong interpersonal and problem solving skills are essential to being able to coordinate timely and effective issue resolution given the constrained environment and complexity of issues.

The position requires sound knowledge of project management approaches and experience leading a project team, as well as successful achievement of objectives originating from minimal or uncertain direction.

Supervisory experience is required.

Experience leading teams with a commitment to create, support and sustain an environment that enables staff to achieve results and develop and build organizational capacity for the future.

The position requires a strong working knowledge of the defence ecosystem, and investment principles, tools and practices.

Experience working on cross-ministry projects or teams is required.

## Behavioral Competencies

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>This position plays an important role in ensuring alignment between the Ministry's mandate, policies and priorities of other departments and other defence industry partners. Working with other divisions, departments and stakeholders to identify issues and develop recommendations, often in an unclear or complex environment.</p> <p>The Manager is expected to ensure their team is driving toward these outcomes.</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 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>This position often works in the grey and situations and obstacles encountered are often nebulous without a clear path to resolution. The Manager needs to be prepared to develop or administer alternate options. Direction can often change quickly, therefore there is the need to adapt.</p> <p>The Manager needs to help lead others through various changes in direction, and often find path forward amidst uncertainty.</p>
Build Collaborative Environments	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<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> </ul>	<p>The position must work (and often drive activity under tight timelines) with various internal and external stakeholders at various levels. Proactive relationship building, and effective collaboration, are critical. The Manager must demonstrate the ability to gain trust,</p>

		<ul style="list-style-type: none"> <li>• Anticipates and reduces conflict at the outset</li> <li>• Credits others and gets talent recognized</li> <li>• Promotes collaboration and commitment</li> </ul>	understand and evaluate diverse perspectives, and lead a respectful and effective team.
Drive for Results	○ ○ ● ○ ○	<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>	The Manager must lead their team through a variety of initiatives to provide smart, strategic and timely advice and solutions for rapidly evolving and varied issues, while driving for solutions and demonstrating accountability.
Creative Problem Solving	○ ○ ● ○ ○	<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>The Manager is proactive in understanding challenges, risks and opportunities in their work, and making necessary shifts if needed.</p> <p>The Manager will work collaboratively with their team, as well as a variety of internal and external teams, to identify issues, develop solutions, and test those solutions with senior leadership.</p>