Ministry

Advanced Education

Describe: Basic Job Details

Position

Position ID

Position Name (30 characters)

Regional Office Manager

Current Class

Requested Class

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

Job Purpose and Organizational Context

Why the job exists:

The Regional Office Manager is a key member of a team that supports government and department business plan goals by working collaboratively with staff in all Apprenticeship Delivery Service offices across the province, Apprenticeship Delivery and Industry Support Services (ADISS), Assessment, Certification and Business Integration (ACBI), and other divisions outside of Operations and Client Service Delivery (OCSD).

The Regional Office Manager is responsible for managing the daily operations for the offices that provide apprenticeship and industry training services in the Edmonton or Calgary region. The position takes a leadership role in program delivery ensuring high quality client services for apprenticeship and qualification programs, education of stakeholders and compliance with legislation. This position is also responsible for the coordinating and invigilating examinations, ensuring exam security, liaising with training institutes, operationalization government contracts, and regional cost forecasting for budgets. The Regional Office Manager also supports the implementation of the government's vision to promote the trades as a post secondary education.

The Regional Office Manager provides input on program policy and development, contributes to the business/operational and planning process, and ensures that the work carried out aligns with the OCSD business plan and goals. This position is accountable for assisting with the development, interpretation and

implementation of related legislation, regulations, policies, Ministry programs and initiatives for a large variety of public and private stakeholders, apprentices and journeypersons. The Regional Office Manager is accountable for managing the operations of Edmonton or Calgary and for synthesizing performance results to support branch planning and operations. The position works to enhance and maintain the consistency of practice across the province.

Reporting to Associate Regional Director, the Regional Office Manager provides input on program and policy development for Alberta's apprenticeship and industry training system based on an analysis of the needs of the Edmonton or Calgary office. Through liaising and networking with external stakeholders within Calgary or Edmonton, the Regional Office Manager is able to facilitate and integrate stakeholder relations to yield a more proactive and coordinated approach to client services.

This position functions within the parameters of applicable government and Ministry legislation, regulations, policies, directives and procedures. All work performed is guided by the Government of Alberta's core values of respect, integrity, accountability and excellence.

Responsibilities

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

1. **Oversee the Apprenticeship Delivery Services across the two largest activity regions, providing input on consistent practices for all offices in Alberta to achieve provincial OCSD goals and client / stakeholder expectations.**

   - Provide staff structure, performance management, training, and financial management to enable staff to deliver AIT programs and accommodate client needs.

   - Oversee the management of exam responsibilities, including security, proper adjudication of exams and policy and procedures.

   - Ensure business administration processes and procedures, and operational policy, are maintained and applied in each office

   - Promote cohesive and consistent service delivery across offices in accordance with provincial processes/standards

   - Set and monitor appropriate service levels, measures and targets in collaboration with other Directors, Associate Regional Directors, and other Senior Managers

   - Ensure continual adherence to examination management and security practices within the area

   - Ensure effective application of provisions under the Apprenticeship and Industry Training Act, providing advice and interpretation as needed for complex situations that are raised by individual offices.

2. **Lead the development and implementation of sector strategies to guide the evolution of apprenticeship delivery services to clients and stakeholders.**

   - Synthesize and analyze the results from achievements of program and service standards and client satisfaction surveys to determine trends and client service issues at the sector level

   - Develop and adjust sector strategies and approaches to business operations as needed to reach goals, maintaining alignment with legislation, provincial standards and processes

   - Implement the apprenticeship or qualification program or policy changes across offices in the sector, including changes to practice, process and standards as needed

   - Prepare and present reports and recommendations to senior branch and executive ADSS sector leaders to inform provincial decision-making, highlighting unique sector issues and impacts.

   - Collaborate with Associate Regional Directors to foster consistency in operational activities across

the province.

- Collaborate with other OCSD sector leadership to lead and develop consistency in operational activities, within a leadership structure that supports interdependent outcomes

- Monitor the balance between client and program advocacy and adjust as needed

- Mentor staff on systems thinking, issue analysis and problem solving/troubleshooting

3. **Build strong working relationships with multiple stakeholder groups to foster bilateral communication and maintain awareness of stakeholder needs and improvement opportunities.**

- Liaise with industry associations and employer groups at a sector level to facilitate the work at the local office level and to gain intelligence of sector and possible provincial issues

- Liaise with technical training institutes in the sector to facilitate the work at the local office level and to gain intelligence of sector and possible provincial issues

- Maintain relationships with stakeholders in the broader post-secondary education system (e.g. Dean of Skilled Trades at Post Secondary Institute's)

- Foster a more proactive approach to working with employers to prevent compliance issues

- Provide support as needed to Skilled Trades Industry Committees

- Work collaboratively with other leaders with other OCSD branches (e.g., ADISS, ACBI) to provide input into policy and program evolution and address operational issues

- Identify common themes and stakeholder issues and develop related strategies to address them

- Participate on working groups and committees to represent the branch or sector in the implementation of new legislation, regulation, and OCSD mandates.

4. **Lead staff who deliver ADS programs and services.**

- Provide leadership and direction to staff, provide coaching and training, and monitor and evaluate performance outcomes and address deficiencies.

- Develop and implement unit objectives, interpret department philosophy and policies to ensure consistency

- Plan and manage workflow across the province in accordance with business and operational plans.

- Measure the accountability of staff by accumulating and reviewing statistical data.

- Support staff in effectively communicating department programs to a large variety of public and private sector stakeholders.

- Provide staff structure, training, coaching, enabling them to deliver OCSD programs to effectively accommodate client needs.

- Resolve complex operational issues, adjusting workflow processes if needed to maintain achievement of branch performance targets.

- Promote cohesive and consistent service delivery across positions in accordance with provincial processes/standards.

- Provide reports, advice, and recommendations to senior branch leaders on activities, operational improvement opportunities, and emerging issues.

5. **Provide a productive and safe work environment, though the promotion of the GOA OH&S model, staff development and mentorship, and health wellness practices.**

- Mentor staff to work towards personal and departmental goals.

- Facilitate staff learning opportunities by encouraging training and professional development.

- Provide staff with work life balance information

- Model the GOA values core values, respect, integrity, accountability, and excellence. Monitor and ensure GOA OH&S practices are operational and meet the established standard.

- Advocate and advance diversity and inclusion in the work place and create a positive workplace culture.

- Foster a respectful workplace, and follow up on any identified concerns.

Problem Solving

Typical problems solved:

Alberta's apprenticeship and industry training system includes a strong focus on the skilled labour market needs of Alberta industry, and skilled labour demands across Canada, and the effect of international economic cycles on these labour market needs. The complexity of programs, issues and challenges has increased substantially in recent years, due to introduction numerous new technology enhancements, program policies, and initiatives. Challenges for this position arise from leading the delivery of client services operations (e.g., maintaining consistency in practice across offices while meeting local office needs; managing high work volumes in some offices; increasing service efficiencies) and from positioning the branch and apprenticeship perspectives within the sector to enable the office operations (e.g., promoting various trades and occupations, working with institutions or industry groups to resolve issues, balancing the department's goals with the expectations of clients and stakeholders). Challenges can be unique to an office, made more complex by several factors (e.g., the specific trade or occupation requirements, labour market needs, the perspective of industry associations, the expectations of apprentices etc).

This position is expected to independently evaluate and address all client and stakeholder issues within the context of program legislation and policy. Issues are extremely diverse and can be without direct precedent. Decisions made can directly impact the careers or businesses of individual clients. Many issues are subject only to general guidelines, so significant discretion may be required to resolve client concerns while maintaining consistency with program standards, requiring the position to exercise fair and equitable judgment in achieving an appropriate balance between these competing interests. The numerous issues that arise also require that the position exercise good judgment in deciding when to consult with other senior colleagues.

Types of guidance available for problem solving:

Assistance is available via legislation, regulations, program and ministry objectives and policies and government decision-making protocols. Peers, leaders in other AIT branches, or the Director are other sources of assistance. When developing solutions the Regional Office Manager must be able to analyze the impact to specific offices with in the sector, to the sector as whole, and potential provincial impacts. This requires a balance of operational and strategic thinking for both the short and long term goal and plans.

Direct or indirect impacts of decisions:

The position is responsible for a substantial portion of program resources, operations, activities and inputs. Decisions made by the position have a significant influence on regional front line client service operations, operational processes and policy, and overall program delivery. The position is expected to function with a degree of independence and autonomy as delegated by the ADS Director.

Internally, the Regional Office Manager impacts the operation of the Calgary or Edmonton Apprenticeship

Delivery Service office through operational leadership.

Results are externally focused affecting residents, clients and partners (e.g., training institutes) and stakeholders (e.g., apprentices, qualifier candidates, employers, skilled trades associations) generally in the Calgary and Edmonton regions, with support provided to other regional offices.

The Regional Office Manager is accountable for the results produced by the Calgary or Edmonton Apprenticeship Delivery Service Office and is jointly accountable for provincial Apprenticeship Delivery Service results.

Key Relationships

Major stakeholders and purpose of interactions:

Internal

Direct reports (ADS Officer Team leads, ADS Administrators Team Leads, and ADS Exam & Institution Liaison Officer) in Edmonton and Calgary.

Frequency-Ongoing

Provide direction; share information; seek or provide consultation/input/advice; guide operational direction and achievements; resolve complex issues

Managers and Senior Managers in other AIT branches

Frequency-Weekly

Share information; seek or provide input on program or technology changes; align operational services

Corporate Services (e.g., Legal Services, Finance; HR)

Frequency-As needed

Seek input and information on administration issues - HR, contracts, budgets, expenses etc

Director

Frequency-Daily to weekly

Provide reports and recommendations on sector operations, needs, challenges, opportunities; provide input to strategic planning, policy, program changes

External

Trade union business managers and training directors (for each trade)

Frequency-As needed

Maintain relations; foster bilateral communication; liaise to identify needs, challenges, opportunities; represent the department perspectives and objectives

Other federal and provincial government departments

Frequency-Occasionally

Share information; seek leading practice; provide input and consultation

Leaders in training institutes

Frequency-Regularly

Maintain relations; foster bilateral communication; liaise to identify needs, challenges, opportunities; represent the department perspectives and objectives

Industry associations and large employers

Frequency-Regularly

Maintain relations; foster bilateral communication; liaise to identify needs, challenges, opportunities; represent the department perspectives and objectives

Required Education, Experience and Technical Competencies

Education Level	Focus/Major	2nd Major/Minor if applicable	Designation

If other, specify:

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

The Regional Office Manager must have a good understanding of the government decision-making process and the ability to implement and operationalize system processes in accordance with the applicable governance structures within Advanced Education, Operations and Client Service Delivery system.

Individuals in this position require sound knowledge in these areas:

The current Apprenticeship and Industry Training Act (AIT), The Skilled Trades and Apprenticeship Education Act (STAE), Regulations, Board Orders, related program policy, including a solid understanding of mandatory provisions and the appropriate use of flexibility and discretion for other provisions.

The broader advanced education system including operations of technical training institutes

Apprenticeship systems operated by public & private bodies in other provinces & territories

Sector and divisional organizational structure, mandate, and programs

Relevant branch, sector and division business plan goals, objectives, strategies, and standards

The direction and plans for the apprenticeship system as they relate to delivery

Key industry representatives and associations in the sector

Applicable Ministry and Government policies, procedures and guidelines, including those pertaining to the delivery of administrative services.

Sound understanding of leading organizations through change, including related theories and approaches.

Automated systems and software tools used to carry out responsibilities (i.e. Microsoft Outlook, Word, Excel, Power Point, ATOMS, EMS, the Internet, and other web-based programs)

Individuals in this position must have highly developed and demonstrated:

Ability to understand and utilize socio-economic, political and other environmental scanning information

that may impact skilled trades and apprenticeship education related industries

Analytical and evaluation skills to integrate and distill sector themes, needs, opportunities, and issues

Excellent written and verbal communication skills, interpersonal skills, performance management skills consultative and conflict resolution skills, leadership skills, occupational health & safety skills, research and problem solving skills, project planning and management skills.

The ability to handle and address sensitive and/or controversial situations and commitment to action for varied processes and Human Resource issues. Advocating for a safe, diverse and inclusive workplace.

Collaboration with other Managers, Senior Supervisors, and Directors.

Organizational skills to constantly prioritize activities and issues.

Commitment to confidentiality, diplomacy and teamwork.

Experience:
Requires a recognized trade certificate and/or related degree (Business, Adult Education, Management Development Program).

Extensive trades-related experience in industry is also required in order that the position is able to understand the needs of clients and industry stakeholders.

Experience in a leadership/supervisory capacity, and experience in a client service environment.

Behavioral Competencies

Pick 4-5 representative behavioral competencies and their level.

Competency	Level A B C D E	Level Definition	Examples of how this level best represents the job
Agility	○ ○ ◉ ○ ○	Identifies and manages required change and the associated risks: • Identifies alternative approaches and supports others to do the same • Proactively explains impact of changes • Anticipates and mitigates emotions of others • Anticipates obstacles and stays focused on goals • Makes decisions and takes action in uncertain situations and creates a backup plan	Being adaptable also requires keeping up and learning new skills, technologies, or approaches as needed. One of our most valuable assets is the ability to keep growing and expanding our knowledge base, using new skills and information to respond to whatever comes up in real-time. Cross-train staff and implemented ideas that contributed to better customer service to our clients. As a result, we have taken the lead on vital projects that significantly impacted the Client Services branch and our clients.

			At the heart of being agile is the ability to change and adapt based on what's happening around us, whether it is changing technology, for example, the AIT info line, MTS exam scheduling or the DDM business process project. Leading some of these projects enabled us to proactively work with staff on the new changes, shifting the work and provide training and support to ensure the transition is successful.
			The digital document management (DDM) solution is a good example of this topic. Many conversations were held prior to the implementation of the new tool, and many after implementation. There were changes that would directly effect the way administration team members would be doing work tasks going forward. Team members were concerned on many fronts; would this tool be hard to use, what kind of training will be provided, my work is being taken away, "I want clients to come see me in person", new system tools with more issues. Change management requires consistent messaging on the importance of the change, increased value to the client, along with the reassurance to the team that they are not becoming redundant. Keeping open lines of communication with administrative team members on the reasons the new tool provides value to our clients and

			supports the client to better manage their personal apprenticeship records. AIT is then able to use that extra time to improve our service standards to meet the expectations of our clients.
Build Collaborative Environments	○ ○ ◉ ○ ○	Collaborates across functional areas and proactively addresses conflict: • Encourages broad thinking on projects, and works to eliminate barriers to progress • Facilitates communication and collaboration • Anticipates and reduces conflict at the outset • Credits others and gets talent recognized • Promotes collaboration and commitment	Create an environment for the team to be comfortable, engaged and contribute regardless of different viewpoints and abilities. As a result, our team worked well together, and we get to know each other on a personal level that helped build trust and deepen our appreciation of our differences and found common grounds. A diverse and inclusive workplace makes for more innovative, engaged, and happy teams. When working on projects, disagreements arise; we give the team a clear insight into the criteria we need them to follow when making trade-offs. We remind every team member to consider who they need to consult and reflect on the impact that may have on others before reaching a decision. Create an environment in which people feel safe, respected, valued and expected to challenge one another to support optimal outcomes. When working with teams as a leader it is important to identify and connect

			the team with special attention and commitment to the "why" of our work. As a leader, strive to frame how the work completed by our team(s) makes a difference in the lives of our fellow Albertans. This creates ownership for individuals and fuels importance for producing the desired output and the reason of reaching the organizational goals. In turn, this creates an environment that welcomes individuals to reach their peak performance while enjoying team comradery and a culture of respect and wellness.
Systems Thinking	○ ○ ◉ ○ ○	Takes a long-term view towards organization's objectives and how to achieve them: • Takes holistic long-term view of challenges and opportunities • Anticipates outcomes and potential impacts, seeks stakeholder perspectives • Works towards actions and plans aligned with APS values • Works with others to identify areas for collaboration	The introduction of the AIT Info Line was one of the projects that changed our communication with our clients. Across the province, calls are received and handled with varying service levels contingent on the number of resources using varying dated telecommunication offerings. With limited resources in the larger offices with high call volumes, it is increasingly challenging to deliver cost-effective and efficient customer service delivery. The AIT info line project capitalizes on existing resources across the province to improve customer service delivery and efficiency. The AIT Info Line Improved resource utilization is resulting in increased efficiency and

			customer service delivery. (reduced abandoned calls/faster speed of answer) Ongoing cost savings through pooling resources (more efficient call handling resulting in reduced wait time) resulting in reduced long distance minutes/ cost and Improved risk mitigation given the Contact Centre allows for adequate disaster recovery in the event one or more offices could not operate given the universal queue allows for work from home/ anywhere agents if needed.

The AIT Info Line project allows for a better understanding of call trends through call recording and real-time quality monitoring features. It also provides for the development of a quality assurance program to identify employee training needs. It Increases consistency in service delivery by developing call scripting/ call handling flow, establishing standardized provincial metrics for incoming call handling, and establishing standardized provincial call reporting on key performance indicators given an enhanced reporting and analytics package. |

Develop Self and Others	○ ○ ◉ ○ ○	Plans according to career goals and regular development: • Aligns personal goals with career goals • Leverages strengths; attempts stretch goals • Provides feedback and openly discusses team performance • Values team diversity, and supports personal development	Continually encourage and support staff learning development, as identified in their performance agreement. Provide support, advice, constructive and regular feedback to staff on One on One meetings. We empower and encourage the team to challenge the system to identify issues and look for ways to find possible solutions and efficiencies. Coach and mentor staff on vital organizational attributes, including teamwork, communications, time management and customer service. Demonstrate leadership and professionalism for staff to observe and emulate. Provide opportunities to staff to cover our duties while on vacation, provide regular feedback, and give suggestions for improvement. Create opportunities for the team leads and area supervisors to enhance their leadership skills which assists them when working through different situations with their direct reports. Provided an open approach in the manager/team lead meetings and one on one conversations, this creates a safe environment where topics can be brought forward for review and discussion, and an outcome of solutions to address the issues raised. Provide insight to the leadership team when asked, and support their choice of direction when