

## New

Ministry

Justice

### Describe: Basic Job Details

#### Position

Position ID

Position Name (30 characters)

Senior Project Manager

Requested Class

Job Focus

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:

Alberta Justice helps ensure that all Albertans can live in safe and secure communities while having access to a fair and accessible justice system. Working alongside its partners in Court and Justice Services, Alberta Crown Prosecution Services, Legal Services, and other justice system stakeholders, the ministry has a direct or shared responsibility in all elements of the justice system in Alberta.

The Strategy, Support & Integrated Initiatives (SSII) division provides strategic and integrated support, cross-divisional services and ministerial priority initiatives for Justice. The Modernization, IMT and Research (MIR) branch of SSII provides rigorous support to other divisions within the justice system.

Under the MIR branch, the Projects and Support branch manages various projects, initiatives, and ad hoc work packages to support operational requirements, technology and reporting. The work of the branch significantly contributes to the Government of Alberta's commitment to public accountability and transparency.

Projects and Support unit encompasses an extensive range of initiatives and projects that collectively work to improve business processes, including modernization.

Reporting to the Director of the Projects and Support, the Senior Project Manager provides leadership and

day-to-day management of assigned strategic initiatives and projects that are focused primarily at ministry and cross-government projects and initiatives. These initiatives/projects are large in magnitude and are significant to the mission, goals and objectives of the Ministry. This includes, but is not limited to, the creation of project proposals and action plans, and leading resolution and managing risks and issues for management solutions to corporate (as well as public) problems where no obvious approach exists.

The position is responsible for facilitating the decision-making process of executive management so they can make informed decisions relating to proposed and ongoing initiatives and projects. Frequently these situations do not have “case examples” as reference points and the decision process can be complex and exigent.

The position is also responsible for leading the development of detailed business analyses, business cases, business process models/maps, project definitions and requests for proposals, as well as initiating projects and developing approaches for managing them including reporting and risk/issue management.

The position interacts and consults with business clients, internal and external resources, the department's management structure and other stakeholders as required. The position directs project team professionals as well as various contractors to meet the initiative/project goals and objectives.

## Responsibilities

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

1. *Lead and direct services to ensure projects are managed in accordance with proven project management practices and conform to departmental and governmental policies and standards:*
  - Direct project management and business analyses initiatives, including defining business goals and objectives, requirements, specifications and alternatives. Demonstrate leadership, coordination, best practice project management principles that include planning, organizing, staffing, directing, co-ordinating, controlling, measuring, reporting and evaluating.
  - Create all planning and project documentation relating to projects and assignments. Examples include Project Proposals, Project Charters, Business Cases, Cost/Benefit Analyses, Terms of Reference, Budgets, Estimates and Work Schedules, Communication and Implementation Plans.
  - Create and deliver formal and informal verbal communications and presentations, ensuring all activities are completed within scope and on schedule.
  - Create and define projects and other assignments from minimal information and direction, identifying possible problems and providing appropriate analyses that lead to recommendations for resolution.
  - Employ a consultative approach with program areas and other internal and external stakeholders to produce significant planning and project documentation relating to projects and assignments.
  - Coach and mentor project managers to increase competencies and promote project success.
2. *Lead the development of Requests for Proposals (RFPs) and the RFP/Contract evaluation process to ensure fair, timely and consistent evaluation of vendor proposals for goods or services required for assigned projects and initiatives:*
  - Create RFPs, RFIs, RFQ and other tender documents (e.g. requisitions) and the related Evaluation Report to contract for goods and/or services as required.
  - Work with procurement and Legal Services to complete the tendering processes.
  - Lead the detailed evaluation of Vendor proposals by chairing the Evaluation Committee responsible for reviewing and assessing proposals. The position leads the Evaluation Committee to analyze proposals to determine the highest value. The position verifies Vendor references, and provides appropriate analyses, with recommendations for proceeding, to executive management.
  - Ensure all required documentation (i.e. Final Evaluation Report, Clearance Sheet and contract) is prepared within departmental and governmental guidelines and is provided to executive management to enable the contract to be awarded to the successful vendor.

- Provide debriefings to unsuccessful Vendors.

3. *Lead the process to identify and address training and technical issues relating to staff, project managers and clients, as appropriate, to ensure that research, business analysis and project management skills, tools and/or techniques are consistent with best practices and documented standards:*

- Create and implement basic research and business analysis techniques to further enhance the professional services being delivered, both on an individual and unit basis. For example in areas such as planning, organizing, coordinating, measuring, reporting and evaluating.
- Contribute business and technical knowledge and consultation to other project managers and users on technical aspects related to their projects/assignments.
- Lead the development of responses to ad hoc requests from the Deputy, members of Executive Management Committee and divisional management and users in terms of general project and system operations, problem definition and resolution.
- Lead the development of responses to requests from the Deputy and the executive team for development of Business Cases and Business Analyses, which may address opportunities for re-engineering of current business processes.
- Maintain currency with new industry technologies, best practices related to project management methodologies, emerging trends related to business process analysis and process re-engineering, and continue to learn new techniques and tools.
- Participate in and contribute to the Cross Ministry Project Management group responsible for the development of project management standards and principles, sharing best practices, and ensuring cross-ministry integration of projects and initiatives, as appropriate.

4. *Define Project, Branch, Divisional and Departmental priorities:*

- Provide regular status reports (formal and informal), including Briefing Notes, Issue Analysis, Discussion Papers, Business Analyses (including business re-engineering) as required, to ensure that management is kept informed of progress and issues.
- Provide ad hoc status reports (formal and informal) to resolve issues or in response to assignments from executive management. Status reports are prepared for internal or external stakeholders.
- Lead activities as required to achieve project, Branch, Divisional and Departmental goals and objectives.
- Provide input to the Ministry's Business Plan and Annual Report, as well as Divisional and Branch Operating Plans.
- Create appropriate performance measures that align with responsibilities.
- Provide input to quarterly reporting for the Deputy and ADM contracts, and others as required.

5. *Participate in the development, maintenance and implementation of project / portfolio management frameworks that establish the departmental policies, standards, guidelines and practices for project / portfolio management.*

- Assist with the development and maintenance of departmental project / portfolio management frameworks.
- Assist with the development of project / portfolio management policies, standards and guidelines.

6. Assist with the development of organizational and enterprise change management strategies and plans to implement the frameworks.

## **Problem Solving**

Typical problems solved:

Projects and Supports operates in a complex and multi faceted environment with a diverse stakeholder group. Due to the complexity and variation of projects, there may often be conflicting and competing viewpoints on solution's and outcomes. The project manager must create an atmosphere of trust and effectively communicate and engage with a broad cross section of partners to gain a strong understanding

of business needs and rationale from the perspective of each stakeholder and user group. The project manager must work in alignment with the business owner to identify which problem to solve first and which requirements will yield the highest value-added services and return on investment. Strong interpersonal and listening skills are foundational to the role as a project manager. Also, effective facilitation and negotiation skills are required when divergent opinions, attitudes and approaches exist.

The development of new, win-win opportunities are often critical to making progress in discussions and will require the ability to quickly analyze information and problems to develop solutions in close collaboration with multiple stakeholders. This role must effectively listen to the concerns of the business owners and governance bodies and effectively communicate any dependencies that may not be in alignment. Delivering difficult news with diplomacy and professionalism while respecting conflicting opinions is critical.

Often the position is required to work under extreme pressures, facing competing demands, while also operating in an ambiguous environment at times. The position needs to rely on experience, creativity, skills, education, business intellect and confidence to effectively engage business partners. The ability to make sound judgments based on data and research to empower others to develop a positive outcome is critical.

The project manager must oversee and frequently modify approaches to meet changing needs and requirements. Challenges to this position can be complex, due to the diversity of stakeholders involved, tight timelines, and budgets and potential sensitivities. The project manager must guide the teams to work together towards project goals and outcomes.

Types of guidance available for problem solving:

The project manager works in collaboration with the Director of Projects and Support, other project managers, and other leadership. While working in a high-performance team and exercising a degree of autonomy when leading projects, the project manager is well supported throughout this process. Daily guidance and support is available from the Director of Projects and Support.

Ongoing support is also provided by the Executive Director of Modernization, IMT & Research, and other executive management as appropriate.

Direct or indirect impacts of decisions:

This position has a direct impact on the overall outcomes of projects and impacted business areas. As such, the work performance by the project manager is far-reaching and directly impacts end users, the entire organization, clients, judiciary, and stakeholders. Negative work performance may indirectly impact or undermine the success of the ministry and division. Sound judgment and decision-making skills is essential to this role.

For example:

- Serves as a catalyst for identifying, prioritizing business needs and outcomes to help generate efficiencies to meet division and ministry goals.
- Directly impacts the ability for Albertans, and other business areas and stakeholders.

## Key Relationships

Major stakeholders and purpose of interactions:

This position works directly with division, other members of the Projects and Supports Unit, operational staff, and other relevant stakeholders.

Daily contact is required with:

- Director of Projects and Support
- Other members of the Projects and Support unit

Routine interaction may be required with:

- Executive Directors
- Technology and Innovation
- Alberta legal community
- Community Agencies
- Judiciary
- Justice Information and Technology Office- JITSO
- Ministry Information and Technology Office- MISO
- Courts Privacy Counsel
- Freedom of Information and Protection of Privacy (FOIP) Office

### Required Education, Experience and Technical Competencies

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

If other, specify:

Ten or more years of progressively responsible experience in project management.

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

#### Technical Skills:

- Expertise in public sector project management and planning, as well as related policies, standards and guidelines and the policy development processes;
- In-depth knowledge of project management, performance measurement and accountability frameworks.
- In-depth knowledge of branch, divisional, departmental, as well as GoA goals and policies, mission, vision, etc.;
- Knowledge of the decision-making process policy committees, Treasury Board and Cabinet to facilitate the preparation of requests relating to assigned projects and initiatives;
- In-depth knowledge of strategic business theory, principles and techniques, including project and operational planning, process mapping, organizational analysis, re-engineering, risk/issue management, and negotiation theories;
- Knowledge of IT and IM standards and processes;
- In-depth understanding to analyze user requirements and complete in-depth investigation and analysis of potential options to ensure all alternatives are identified, considered and presented to clients and stakeholders;
- Knowledge about public administration, including the formalized decision-making structure and function of government;
- Knowledge of tendering and procurement (e.g. RFP, RFI, RFQ) policies and procedures;
- Knowledge of the administration of justice, including general knowledge of the core business areas of the ministry; and
- Knowledge of PC hardware and software - including Microsoft Office, Visio, MS Project, SharePoint, as well as internet and electronic mail applications in a Windows environment.

#### Leadership & Management Skills:

- Leadership skills to vision, plan, lead and facilitate cross-divisional business teams;
- Strategic, critical and analytical thinking skills, including ability to function at the strategic level while simultaneously leading and directing staff, clients, stakeholders and contractors involved with complex and diverse initiatives and projects.
- Highly effective judgment, collaboration, mediation, training/teaching, leadership and organizational skills;
- Well-developed analytical, written/verbal communication, public speaking/presentation, planning, research, skills;

- Highly developed problem solving skills, along with the exercising of good judgment --assisting the incumbent to resolve problems as they occur and to make timely decisions leading to successful completion of assignments;
- Excellent leadership and supervisory skills relating to managing a diverse set of individuals who may comprise the team assigned to the initiative or project for which the Project Manager is responsible. The management of these teams does not generally involve direct reporting relationships, so strong negotiation, team building and people skills are required, including a commitment to positive human resource management (i.e. coaching; staff development and recognition, promoting a positive working environment);
- Extensive planning and organizational skills in designing, scheduling and monitoring concurrent assignments, which may involve multiple clients and diverse requests for services;
- Advanced research skills, as well as detailed knowledge of best practices, established methodologies and techniques for managing IM/IT and non-IM/IT related projects and conducting business analyses;
- Innovation and resourcefulness for the design of new processes and methodologies and for planning IM/IT and non-IM/IT projects;
- Familiarity with the industry trends in technology and ability to apply them where appropriate. Knowledge about information technology and the systems development lifecycle is essential;
- In-depth understanding of the project management processes - integration, scope, time, cost, quality, human resource, communications, procurement, and stakeholder management;
- Human resource, financial and contract management skills;
- Creativity and originality to provide functional analysis and solutions to business requirements and problems;
- Commitment to continuous improvement and innovation; and
- Self motivating and self directing, a positive approach to the job and a willingness to guide and develop others supervised (formally and informally) is critical.

#### **People Skills:**

- Professional demeanour for dealing with senior management and external stakeholders; skill in one-on-one meetings and the ability to prepare and deliver group presentations;
- Respectful to all people and groups the initiatives/ projects touch.
- Understanding of others and the complex business and system requirements of the ministry, the judiciary and our partnering departments and agencies;
- Promotion of ideas so they are understandable to a variety of audiences;
- Negotiation with departmental managers and executives, the judiciary, departmental stakeholders and partners, and the vendor community to accept solutions that are affordable and feasible;
- Team building skills are essential, as well as a demonstration of trust and loyalty;
- General management skills of planning, organizing, controlling and effectively using talents of each individual assigned to project tasks; and
- Motivation of a large diverse group of people within and without the ministry to accept and commit to strategic plans and project workplans.

#### **Education:**

- A university degree in a relevant area of expertise (i.e. business, engineering, etc), plus 4-5 years related experience.
- Equivalencies may be considered on a case-by-case basis, where a potential incumbent demonstrates a successful track record with a combination of education and directly related experience in managing projects, including business process re-engineering, cost/benefit analyses and business case preparation.
- A Project Management Professional (PMP) designation is required, with equivalencies considered.

#### **Training/Experience:**

- Ten or more years of progressively responsible experience in management of IM/IT-related projects, including business process re-engineering, cost/benefit analyses and business case preparation;
- Extensive experience in project management --planning and delivery; and
- Management experience in a diverse and complex environment with professional staff.

## 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		
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> <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>Success in this position will require the working with various partners within a complex service delivery environment comprising of the SSII and other divisions within the Ministry.</p> <p>Strong project management and communication skills in a timely and effective manner is required to ensure timelines and objectives are met.</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>Success in this position will require the project manager to navigate a complex service delivery environment comprising of multiple partner organization each managing diverse and competing priorities when delivering on projects and transformation opportunities, requiring proactive anticipation of roadblocks and future challenges, identifying alternatives and options to overcome issues as they arise, and having the the ability to manage uncertainty.</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</li> </ul>	<p>Success in this position will require the project manager to regularly work in situations which are unstructured and complex requiring analytical work in reaching solutions. The project manager must account for account diverse and often conflicting needs of</p>

		idea generation to solve problems while addressing risks	program areas within the divisions. Additionally, the project manager must lead the development of innovative solutions and to ensure effective and timely delivery of business transformation necessary to achieve anticipated outcomes and benefits.
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>	Success in this position will require the project manager to maximize the achievable results of a diverse set of stakeholders and partners that must work together to achieve the intended business outcomes.

**Benchmarks**

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