

Update

Ministry

Describe: Basic Job Details**Position**

Position ID

Position Name (30 characters)

Current 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**Changes Since Last Reviewed**

Date yyyy-mm-dd

Responsibilities Added:

Responsibilities Removed:

Job Purpose and Organizational Context

Why the job exists:

The incumbent will establish metrics that support the desired results of the Construction and Maintenance Division, to assist in the monitoring and continual improvement of project estimates, financial forecasts, and project management cycles for highway and bridge projects delivered across the province. The position manages a team of technical staff and provides guidance to a team of eight Construction and Bridge Managers, and collaborates regularly with Infrastructure Managers and Regional Directors to deliver highway project with annual budgets ranging from \$500 M to \$1 B.

Responsibilities

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

1. Project Management standards and processes that improve project success factors and ensure consistency of project management services across the Division are developed and implemented. This is achieved by:
 - Leading the development and implementation of processes and tools.
 - Directing the establishment of a consistent framework for project management and methodology definition as well as best practices and guidelines improving the division's execution of projects.
 - Ensuring benchmarking of processes are undertaken against various leading Project Management standards thereby facilitating continuous improvement in project management within the ministry.
 - Leading the development and implementation of an effective change management plan to ensure sound ministry-wide understanding of Project Management best practices as established by the PMO including, but not limited to, consultation with executives and staff, development of an ongoing communications plan and implementing a training framework to enhance communication and knowledge management.
2. Knowledge Management for ministry Project Administrators and Project Sponsors is developed and implemented including education, training, mentoring and other knowledge transfer activities. This is achieved by:
 - Monitoring and facilitating the ongoing provision of training of staff through the Project Management Institute including Construction Project Management, Project Management Fundamentals, Government of Alberta Processes, Design Topics.
 - Establishment of partnerships, training, and mentoring opportunities with other GoA Departments such as Alberta Infrastructure and Alberta Health Services related to Project Management and Knowledge Management.
 - Coaching project teams as they learn and adopt project management processes and available systems including PMA (Project Management Application) and project sites on SharePoint; and encouraging ongoing knowledge management and continuity planning initiatives within the ministry.
3. Expert consultation and intervention services are provided to ministry project teams during all phases of project delivery from initial planning to project completion. This is achieved by:
 - Intervening as required in projects that are at risk including evaluating project management practices process, roles and responsibilities, etc. which could require the use of Value Engineering or fast-tracked project delivery.
 - Maintaining a network of project management experts in other jurisdictions and the private sector to share information on emerging technologies, best practices and lessons learned.
 - Developing open and honest relationships with all ministry project management staff in order to affect ongoing improvements to project delivery and assist in addressing project-specific issues.
 - Acting as the single source of tools, training, and processes that can be accessed by all project management staff.
 - Support key functions of project management, such as Risk Assessment Value Engineering by providing expertise

to project managers.

- Serving as the resident advocate and expert for good project management practices throughout the ministry.
 - Provide direction, encourage system improvements to support Division needs.
4. Utilities are relocated prior to construction whenever feasible and coordinated through the development of healthy partnerships with utility companies. This is achieved by:
- Maintaining an inventory of projects requiring utility adjustments prior to construction and prioritizing those utility adjustments based on the current construction program.
 - Coordinating utility adjustments with Project Administrators and utility owners.
 - Establishing a Partnership Charter with utility owners, roadbuilders, consultants, and other stakeholders.
 - Maintaining healthy relationships through regular meetings and collaboration with industry stakeholders.
 - Promoting continual improvement of utility coordination through regular feedback mechanisms and encouragement of process improvement and relationship building.
5. From the Ministers' Utility Forum the following Action Items:
- Work with key industry representatives and legal teams to update Master Agreements to avoid lengthy project specific negotiations. Agreements will align with Permit requirements.
 - Request that TEC staff and consultants representing TEC work with Utility Safety Partners and others to leverage the mapping available.
 - Work with utility companies to identify local representatives interested in participating in Regional meetings. A centralized staff resource will be allocated to schedule and facilitate meetings.
6. PMO staff provide quality services to the ministry, comply with departmental objectives and policies and work as a cohesive team. This is achieved by:
- Developing and maintaining effective unit goals and objectives and defined processes and policies
 - Support in-house engineering efforts in order to support staff development or use as opportunity to fast track engineering design.
 - Support staff working in cross-functional teams with other branches or functional areas.
 - Recruiting, managing and evaluating highly skilled, motivated and productive staff including leading the development of performance agreements and development plans and supporting the development skills and knowledge.
 - Soliciting feedback from PMO clients and stakeholders on the support provided by the PMO.

Problem Solving

Typical problems solved:

The Project Management Manager leads staff by implementing strategic plans to advance the sophistication of project management, communicating the strategic direction, resolving challenges and encouraging continual improvement. The end result of all of this will be sustained growth in the project management Maturity of Alberta Transportation and Economic Corridors and a board view of the PMO as the source of processes, tools and training within Alberta Transportation and Economic Corridors.

There is a large variety of problems and solutions require creative thinking since the majority of solutions are not standardized or documented. Solutions will be found by connecting people and focusing on continual improvement.

Examples of difficult or challenging situations include but are not limited to:

1. Due to the increased complexity of capital Projects and the increasing sophistication of stakeholders, the project managers face an ever increasing challenge to keep up and perform at a level to complement these stakeholders. Currently there are many seasoned project sponsors within Transportation and Economic Corridors who would prefer to manage their own projects without standardization. When this happens, projects are not managed in a consistent manner across the ministry, and there is risk for scope creep, budget issues, and time management becomes a concern.
2. When outside influences such as utility conflicts, environmental permits, property acquisition, or public input impact schedule, scope and cost and risk project completion. When projects are at risk, the PMO will provide additional support to complete oversight and monitoring documentation t in an effort to resolve issues and get the projects back on track.

Types of guidance available for problem solving:

Regional Directors and the Executive Director of Major Capital Projects are accountable for projects being delivered in their branch. They are key partners to support the PMO initiatives and any project specific guidance to be successful.

The Director will work closely with Divisional Executives to manage change management strategies and ensure organizational awareness.

Direct or indirect impacts of decisions:

The project sponsor's ability to delivery their projects is directly affected by the quality of project management systems, guidelines and tools developed by the PMO. The PMO sets the standard in terms of how Transportation delivers projects with the primary goal of meeting the objectives of time, scope, budget and quality.

Projects directly delivered by Transportation include highway rehabilitation, highway construction, interchange construction, safety improvements, bridge rehabilitation and bridge replacements. The scope of the projects delivered by the Construction and Maintenance Division spans the province and therefore decisions made by the PMO can virtually affect every Albertan. In addition, the work undertaken by the PMO creates a positive image of the department in the engineering consulting and road construction industry.

The Manager, PMO, is responsible for ensuring that project management services delivered meet the accountability requirements of the Ministry and Government, and established Ministry standards and processes. This requires negotiation, collaboration, and ongoing communication with project managers and stakeholders, as well as with Ministry representatives to ensure coordinated and comprehensive project management services are provided to clients.

The decisions made by the Manager impact clients in terms of the nature of the project management services provided, with the Manager accountable for ensuring project managers and clients are provided with the level and quality of services required to complete projects successfully and in accordance with Government accountability requirements. Decisions made by the Manager can impact budgets, business relations, quality of projects, and timeliness with which projects are completed. Many projects have the potential for being politically sensitive and the Manager provides advice and consultation that demonstrates and integrates awareness of the sensitivity while ensuring compliance with Government and Ministry guidelines and procedures.

Key Relationships

Major stakeholders and purpose of interactions:

Internal

Assistant Deputy Minister - monthly - Provide updates of project status

Director - weekly - Provide updates on upcoming milestones

Section Staff - weekly - Provide direction, guidance and advice

Ministry Staff - weekly - Provide direction, guidance and advice

External

External - monthly - discuss projects that will be impacted by their utilities

Utility Companies - Quarterly - Liaise to understand capacity issues

Required Education, Experience and Technical Competencies

Education Level

Bachelor's Degree (4 year)

Focus/Major

Engineering

2nd Major/Minor if applicable

Designation

Project Mgmt

If other, specify:

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

- Extensive knowledge of the project life cycle and project management life cycle for highway and bridge construction and rehabilitation projects including project initiation, planning, execution, monitoring, control and close out processes along with associated requirements and standards of Alberta Transportation and Economic Corridors.
 - Specific knowledge and experience is beneficial:
 - o Exceptional communication skills, tact, diplomacy, integrity, and the ability to develop innovative approaches to solve problems.
 - o Strategic, business, and project delivery processes used in the Alberta Government and the Ministry.
 - o Engineering design, construction, cost management, in a construction environment.
 - o Knowledge management, lessons learned, performance measurement, risk management and best practices.
 - o Strong assessment skills and good judgement in assessing the important of issues, knowing when to advise the Director of emerging or sensitive issues.
 - o Ability to establish relationships with divisional and ministry staff to constantly evaluate and improve processes.
 - o Ability to synthesize, analyze, and clarify materials.
 - o Demonstrated leadership skills, including flexibility, tact, professionalism, and diplomacy.
 - o Ability to build consensus and achieve collaboration through effective working relationships.
 - o Ability to work independently and use sound judgement.
 - o Excellent troubleshooting skills and strong ability to multitask.
 - o Leading and mentoring staff and building a team environment.
 - Education or training required: The position requires knowledge of business and project management principles gained through the completion of a University Degree in Engineering or Business, or a technical diploma with considerable related experience in transportation engineering, project management and business process management. Certification through the Project management institute (PMP) is desirable.
- The position mentors, motivates and develops and sets the business goals and priorities for the 5-6 employees in the Project Management Office. It also facilitates relationships on behalf of the Construction and Maintenance Division, department and Government staff with consultants, contractors and utility companies regarding the delivering of projects in the most efficient manner. The leadership provided by the position allows the team to improve upon delivering projects on time, as well as spending allocated budgets. This involves structured regular meetings, informal gatherings, phone conversations, emails etc. Additional meetings and collaboration with other departments, construction and consultant industries and senior management.

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"> • Uses variety of resources to monitor own performance standards • Acknowledges even indirect responsibility • Commits to what is good for Albertans even if not immediately accepted • Reaches goals consistent with APS direction | <p>The objectives of the PMO are directly linked to priorities for the Division. These include improving cost certainty on projects, improving stakeholder relations and improved risk management.</p> |
| Develop Networks | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <p>Makes working with a wide range of parties an imperative:</p> <ul style="list-style-type: none"> • Creates impactful relationships with the right people • Ensures needs of varying groups are represented • Goes beyond to meet stakeholder needs • Ensures all needs are heard and understood | <p>The success of the project management office and the tools created is dependent on the project managers knowledge and confidence in the tools.</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"> • 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 | <p>The Manager must consider the broader context which we deliver projects. Changes to asset management, TB or Department directives and technology must be aligned with our Project management processes.</p> |
| Agility | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <p>Proactively incorporates change into processes:</p> <ul style="list-style-type: none"> • Creates opportunities for improvement • Is aware of and adapts to changing priorities | <p>Each best practice will need to be tailored to TEC's environment and flexibility to adjust through implementation.</p> |

- | | | |
|--|---|--|
| | <ul style="list-style-type: none">• Remains objective under pressure and supports others to manage their emotions• Proactively explains impact of change on roles, and integrates change in existing work• Readily adapts plans and practices | |
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Benchmarks

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

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Assign

The signatures below indicate that all parties have read and agree that the job description accurately reflects the work assigned and required in the organization.

Employee Name

Date yyyy-mm-dd

Employee Signature

Supervisor / Manager Name

Date yyyy-mm-dd

Supervisor / Manager Signature

Director / Executive Director Name

Date yyyy-mm-dd

Director / Executive Director Signature

ADM Name

Date yyyy-mm-dd

ADM Signature