

Working Title Director, Operations	Name
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Position Number	Reports to Position No., Class & Level Executive Director,EM1	Division, Branch/Unit Administrative Law Programs, Family Support Order Services (FSOS) Operations	Ministry Justice
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Present Class Senior Manager Zone 2	Requested Class	Levels to Deputy Minister (Not including incumbent level) 2
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Cost Centre	Program Code	Project Code (if applicable)
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POSITION SUMMARY: Briefly describe the main purpose of the position, and why it exists for the most part (See Management Job Description Writing Guide [Page 7](#)).

The Director of Operations oversees the operational services and supports for the Family Support Order Services Branch (FSOS) within the Administrative Law Programs (ALP) Division. As part of the Branch's senior leadership team (SLT), the position works with the Executive Director in setting the strategic direction for the FSOS Branch which includes the Maintenance Enforcement Program (MEP) and the Child Support Recalculation Program (RP). The RP provides families with an alternative to using the courts system for annual recalculation of eligible child support orders. The MEP collects an average of \$277 million annually in court-ordered support for children and families.

Leading a professional team of 64 staff with an annual operating budget of \$4.4 million, the Director is committed to service excellence and establishes client service strategies and FSOS delivery procedures that ensure effective front line service delivery, appropriate technology, and administrative fairness to clients. Through the effective oversight of staff and services, coordination with other ministries, and a focus on Branch goals, the Director positions FSOS Operations as a leader in the Ministry. The Director may be called upon to act for the FSOS Executive Director as required.

Through three subordinate managers and seven team leads, and in consultation with colleagues, the Director of Operations is responsible for overseeing delivery of interactive communication services, advanced technologies, financial and client services for FSOS Branch clients, stakeholders and staff. The Director requires a strong understanding of effective allocation of human and financial resources and management of information technology to operationalize these initiatives. Consistent review and evaluation of operational effectiveness and identifying and operationalizing continuous improvement solutions is a significant responsibility. As part of the client services delivered by the FSOS Branch, the Director ensures that Government of Alberta service standards are satisfied, and that clients' needs are met.

FSOS Programs rely on critical technology systems supported and delivered by other ministries. The Maintenance Information Management System (MIMS) supported by Technology and Innovation (TI) and the CXOne Telephony system supported by Service Alberta and Red Tape Reduction (SARTR) are critical tools for managing client correspondence, responsible delivery of the FSOS administrative law programs, and effective allocation of resources to minimize manual tasks and effort. The Director needs to maintain and manage relationships with counterparts in these ministries along with the Strategic Supports and Integrated Initiatives Branch (SSII) to ensure FSOS is receiving accurate advice and advocating for the Branch in the delivery of technology projects, system enhancements, and daily supports so the Branch's technology tools meet the needs of clients and staff in a rapidly changing technology environment.

The Director is also responsible for FSOS's Records Management and Document Input and Processing Units which includes archiving, filing and responding to file requests from FSOS staff, transmittal of outbound correspondence for the Program, digitization of electronic data from the FSOS Interactive Voice Response (IVR) system, scanning of all received mail and faxes, and a multitude of collection support tasks for the MEP. Collection support tasks require interaction with the Federal Government's Family Orders and Agreements Enforcement Office and the Alberta Ministry of Transportation and the use of their associated data bases to place and remove collection actions, including Federal Licence Denials, Federal Support Deduction Notices and Motor Vehicle Licence Restrictions and Suspensions.

To provide service to both clients and FSOS Branch staff, the Director is responsible for the operation of the Registration

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and Adjustments Unit. Through a subordinate manager and team leads, the Director strategizes the initial contact between the FSOS Branch and child support clients, ensuring the expeditious registration of new files from Albertans and other national and international reciprocating jurisdictions. Additionally, and as a service to clients and other FSOS Branch staff, the Director oversees the management of the Adjustments Unit. This unit is staffed by specialist staff who perform complex financial adjustments on client files, to accurately reflect child support obligations where legal or social situations have undergone significant change. These specialists serve as expert resources to staff throughout the FSOS Branch.

The Director is also responsible for overseeing the operations of the FSOS Revenue Unit and the responsible management of \$277 million in annual maintenance and support payments, through a trust account. The Director ensures the division's internal audit control process for accountability of all the Branch's cash-handling and financial processes, including the bank reconciliation process, integrity of cash and cheque handling procedures, refunds, penalties, fees and service charges are adhered to and that funds are disbursed to Alberta families, jurisdictional partners and the Crown as quickly and efficiently as possible. The Director is also responsible for researching, consulting, identifying and implementing new payment technologies and processes to gain efficiencies and reduce the processing time to disburse the funds more quickly.

The Director also provides guidance and direction of an effective 24/7 large mission critical computer and financial interface system and processes. The Director leads a Technical and Administrative Services team (TAS) to handle personnel, purchasing, accommodation, moves, IT, systems and interface functions.

As a key member of the FSOS senior leadership team, the Director is often assigned leadership of special ad hoc projects with significant scope and complexity. Seconded managerial and line staff, in addition to the Director's substantial standing staff complement, are assigned to assist with project completion. These duties are performed in a high-volume environment with significant policy and court-ordered time pressures. An on-going evaluation of all procedures is required, with policy adjustments initiated rapidly in response to identified service gaps or new business pressures.

SPECIFIC ACCOUNTABILITIES: List the most important end results or outcomes of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-8 core end results. For each end result approximately 3-6 activities should be described (See Writing Guide [Page 8](#)).

- **Leading, setting, and ensuring the implementation of a vision and direction.** The Director sets the vision and direction for FSOS Operations and assists both the FSOS Executive Director and other FSOS Directors with the vision and direction for the Policy Legislation and Compliance Sector, the Maintenance Enforcement, and Child Support Recalculation Programs. The Director's staff complement includes three subordinate managers and seven team leads. Additionally, the Director leads *ad hoc* project teams staffed by experienced staff and managers seconded for the project term. By prioritizing staff development considerations, the Director achieves superior results through subordinate leaders. To ensure the effective provision of client services, the Director supports and leads managerial and staff development initiatives. Fully developed team leads and managers ensure staff providing client services are aware of larger Branch/GoA goals and have a clear view of public service career paths available to them. The Director regularly evaluates subordinate managers' skill sets, including their coaching activities with subordinate team leads. The Director determines work section performance measures and benchmarks, conducts workflow analyses and evaluates administrative systems to determine subordinate managers' coaching needs and performance issues. Remedial strategies for performance matters are prepared in conjunction with subordinate managers and results of corrective actions are reviewed for effectiveness.
- **Advancing a client service-focused environment.** The Director is responsible for facilitating the development of progressive service strategies. This necessitates the development and maintenance of effective, open, and consultative relationships and partnerships with staff, clients, and stakeholders. This includes strategizing to develop innovative policies and practices and performance measures, and collaborating within the FSOS Branch, other areas within the Courts and Administrative Law Programs Division, and other Ministries, to move forward on shared issues. Within this context, the Director assists in oversight of research and analysis for new legislative initiatives and collection practices that meet the needs of Alberta families and reduce costs to government.
- **Providing leadership to various governance and accountability frameworks.** The Director is accountable to the FSOS Executive Director for establishing accountability measures to effectively carry out FSOS Branch responsibilities under the *Maintenance Enforcement Act* and portions of the *Family Law Act*; ensuring MEP's achievement of its publicly-reported performance measure target (high rate of maintenance collection); the stewardship of over \$270 million annually of maintenance through a trust account; ensuring the integrity and security of client data within MIMS by working with Information Management Technology Systems Division partners; for the long-term planning needs of

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the Maintenance Information Management System (MIMS); and overall branch health and safety including specific Occupational Health and Safety requirements. The Director must manage fiscal and human resources to effectively meet business plan objectives, with an ultimate end goal of ensuring compliance with court orders for family support, for the benefit of dependent children and to maintain confidence in the rule of law.

- **Creating and sustaining a culture of innovation and teamwork.** The Director works with their colleagues to position Alberta on the leading edge of best practices and technology for maintenance enforcement, child support recalculation, and Interjurisdictional Support Order (ISO) related initiatives by leading, coaching and mentoring teams. These activities are focused on equipping staff with the tools to manage challenging service delivery issues, including client service and service delivery targets. As a model of the Alberta Public Service values, the Director sets the culture and tone, facilitates a collaborative environment, encourages leadership excellence and development through mentorship, ensures accountability at all levels of the organization, and empowers staff to make decisions. The Director conducts regular analyses of internal workflows; integration of client services initiatives with other work Sections; and the deployment of human and technological resources to ensure that continuous improvement of business practices is realized. The Director provides expertise regarding enhanced client services or the need for procedural remediation to the FSOS Executive Director and other senior managers. In consultation with colleagues, subordinates and stakeholders the Director prepares full proposals for the introduction of creative new techniques designed to improve client services and collection rates. The introduction of reasoned and effective change improves client satisfaction with FSOS Branch policies and compliance with court orders. Continuous improvement efforts allow the FSOS Branch to contribute fully to the attainment of Ministry business plan goals and targets.
- **Cross Divisional Collaboration with other Senior Managers.** The Director will coordinate with other senior managers within ALP and the Ministry of Justice as needed to support achievement of strategic initiatives and business plan goals. This includes identifying and resolving areas of operational inconsistency and working together on common areas of interest to ensure the alignment of FSOS Branch programs within the context of broader divisional, ministry, and Government of Alberta goals and priorities. The Director ensures that client services work processes are integrated to facilitate seamless delivery of FSOS Branch services. The Director consults regularly with the FSOS Executive Director; senior management colleagues; subordinate managers; and stakeholders, often resulting in process adjustments, improved information sharing, and policy amendments. The Director represents the interests of FSOS as a client of SSII, TI and SARTR for technology solutions and consults with senior manager colleagues to ensure effective service delivery, project deliverables, and technology supports based on Justice's priorities and common goals. The Director provides expert advice to the FSOS Executive Director, colleagues and staff. The Director additionally communicates with other provincial ministries in Alberta and key stakeholders in an ongoing evaluation of client services, telephony, financial services and records management. Through consultation and regular process evaluation, the Director ensures that FSOS client service delivery aligns with Government of Alberta standards and meets the needs of clients and staff.
- **Ensure effective Service Delivery and Performance Targets.** As part of the Senior Leadership Team, and in consultation with the FSOS Executive Director and subordinate managers, the Director determines performance benchmarks and targets; resource deployment; performance and training requirements for subordinate managers and their staff in FSOS Operations. These considerations are integrated with performance management matters in the FSOS Branch to contribute to positive outcomes throughout the Branch. Business planning goals and results achieved are shared with staff in regular meetings to contribute to staff engagement and to ensure the provision of superior client services. Creating an informed staff complement contributes to positive staff morale, enhanced services to clients and increased compliance with court orders.

KNOWLEDGE/EXPERIENCE: Include information on required diplomas and degrees along with identifying the most important knowledge factors, including knowledge about practical procedures, administrative, specialized techniques, etc. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position (see Writing Guide [Pages 9-10](#)).

The Director will have a related university degree or diploma, although work-related experience and equivalencies may be considered. The Director will have progressive management experience within two or more of the following:

- Technical systems and program delivery environment;
- front-line service delivery environment;
- Technology project management or delivery; and

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- Revenue and/or collections.

As a senior manager, the Director requires strong understanding of business planning practices and policy development procedures. The ability to track current trends in client service initiatives and maintenance enforcement technology solutions is required. The Director requires extensive experience overseeing environmental scanning and trend research, and the formulation of detailed practical options in response to business pressures. Experience with the deployment of major technology or corporate reorganizations is preferred.

As this position is responsible for a large team of managerial, supervisory and line staff, the Director requires extensive experience in managing human resources and an understanding of employee relations in a union environment. The Director must be skilled in collaboration; strategic systems thinking; project management, issues management; complex problem solving; conflict resolution; staff development; and staff/stakeholder consultation.

The Director will model the APS values and actively promote a culture of learning and development. The Director will actively mentor and support Managers for succession planning and for performance excellence while in the Managers role.

The Director must have broad familiarity with a wide variety of current information technology platforms and their applicability to serving customer needs. Additionally, the demonstrated ability to gain a comprehensive knowledge of program practices and aligning administrative policies and procedures with provincial and federal legislation is required.

LEADERSHIP AND BUSINESS KNOW-HOW: Specify the level of integration, organization and leadership skills required to produce the results expected of the position. Provide recent examples (See Writing Guide [Pages 10-11](#)).

The Director has:

- Significant senior leadership experience leading complex client service focused programs, building teams and transforming culture;
- Proven ability as a team leader with strong project management, strategic planning and organizational skills;
- Extensive experience managing complex issues while delivering results in a high profile environment;
- Highly developed communication, consultation and negotiations skills including a demonstrated ability to collaborate strategically with a wide variety of stakeholders;
- Experience managing significant human and financial resources and contracts;
- Strong familiarity with established and emerging technology solutions that may be recommended or implemented for client service delivery, file management, support enforcement, and financial management such as AI, digital tools or bots, web design, etc.
- Knowledge of the family justice system and court processes with a strong understanding of the role of enforcement in the family law system, particularly in the context of the legislation authorizing FSOS programs: the *Divorce Act*, *Maintenance Enforcement Act*, *Maintenance Enforcement Regulation*, *Inter-jurisdictional Support Orders Act*, *Inter-jurisdictional Support Orders Regulation*, *Family Law Act*, *Child Support Recalculation Program Regulation*, *Family Orders and Agreements Enforcement Assistance Act*; *Child Support Guidelines (Federal and Alberta)*;
- Proven ability to build and maintain effective working relationships with a range of stakeholders and interest groups with diverse and competing needs;
- Demonstrated ability to shape corporate culture by motivating staff to manage FSOS Branch changes that have the potential for organization-wide impact;
- Effective verbal, written and interpersonal communication skills, including the ability to influence, negotiate and facilitate complex issues and relationships;
- Proven ability as a team leader with a commitment to create, support and sustain an environment that enables staff to achieve results, and to develop and build organizational capacity for the future;
- Practical judgment and strong decision making abilities to address complicated and sensitive issues.
- The Director is a standing member of the Senior Leadership Team and serves as an expert resource to the FSOS Executive Director and other senior officials regarding services falling under the mandate of FSOS Operations. With wide-ranging responsibilities that impact all other points in the FSOS Branch, other components of the justice/legal system, and other jurisdictions, it is incumbent on the Director to consult with other stakeholders fully and deploy service improvements on a measured basis.

PROBLEM SOLVING: Describe difficult or challenging situations the position is typically expected to solve; the degree of originality of the solutions; and the assistance available (See Writing Guide [Pages 11-12](#)).

The Director must be skilled within the following key competencies:

- **Systems Thinking:** Understands potential impacts of change internally and across the division, ministry, and beyond and demonstrates this understanding when making recommendations for process changes, resource allocation, etc.
- **Creative Problem Solving:** approaches problems analytically to confirm root cause and develop a comprehensive solution in consultation with subject matter experts and impacted areas as required. Resists reactionary approach to provide long term, sustainable solutions to problems that arise.
- **Agility:** the Director is responsible for three distinct operational units and must be able to pivot between the areas and exercise appropriate knowledge and understanding for each area.
- **Drive for Results:** the Director must maintain or implement appropriate performance standards to ensure each area is meeting the needs of clients and the Branch. Where performance is uncertain or below established standards, lead changes to meet required standards.
- **Develop Networks:** Develop and maintain relationships with key stakeholders within and outside government. In particular, establish a strong relationship with SSII, SARTR and TI management teams that deliver services and solutions to the Branch. Work with Managers to ensure an effective relationship with external stakeholders including the Royal Bank of Canada and Federal Family Order and Agreement Assistance team.
- **Build Collaborative Environments:** as a member of the FSOS senior leadership team actively engage with management across the branch to support collaboration and advance collaboration to achieve FSOS strategic and operational goals in alignment with Ministry Business and Strategic Plans.
- **Develop Self and Others:** Models continuous improvement and learning approach across the Branch by identifying and engaging in learning opportunities.
- **Effective management of complex and novel challenges and issues** requires advanced consultation skills; the ability to determine and contact appropriate sources of assistance; the ability to view issues within the context of broader FSOS Branch strategic directions; a flexible approach to issues resolution; and personal confidence, maturity and discretion.

RELATIONSHIPS/CONTACTS: Identify internal and/or external clients, partners and stakeholders with whom your position communicates and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken) (See Writing Guide [Pages 12-13](#)).

Clients	Frequency	Nature and Purpose of Contact
Internal		
FSOS Senior Leadership Team Subordinate Managers	Daily Daily	Client and policy issues Information sharing and development of common approaches as needed
FSOS Staff FSOS Executive Director	Daily Daily/Weekly	Client and policy issues Information sharing and development of common approaches as needed
External		
Private Vendors	Monthly	Discuss future “road maps” and the technological needs to meet those goals and timelines. Promotion of best practices
Public Service Commission HR Business Partner	Weekly	
Assistant Deputy Minister Administrative Law Programs	As required	Information sharing, providing advice, acting for ED
Other Senior Managers in Justice	At least monthly	Information sharing, relationship building, shared telephony system
Technology and Innovation	At least weekly	Information sharing, relationship building Discuss technical concerns, implementations, IT changes, technical support. Plan for maintenance, technical changes, contracts and upgrades on a shared telephony platform.

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Clients	Frequency	Nature and Purpose of Contact
Federal, provincial, and territorial representatives under the Memorandum of Agreement under the <i>Family Orders and Agreements Enforcement Assistance Act</i>	Monthly	Effective information sharing across jurisdictions Ensure FSOS systems and processes can be updated as required to accommodate changes to Federal garnishment processes. Share technology changes and learning with other jurisdictions.
Service Alberta, Mail and Logistics Services and Red Tape Reduction	At least quarterly	Issues relating to mail Identifying and signing off on designated files for archiving and destruction
Transfers, Storage and Disposition Records – Technology and Innovation Data and Content Management Branch	Quarterly	Issues relating to mail Identifying and signing off on designated files for archiving and destruction

IMPACT AND MAGNITUDE OF JOB (SCOPE): Identify how the position directly affects results, and the extent to which stakeholders are affected by those results. Provide recent examples (See Writing Guide [Pages 13-14](#)).

The Director plays a key leadership role within the FSOS Branch, ALP Division, and Justice Ministry. FSOS leadership plays a key role in implementing the Ministry’s Business and Strategic Plans. The Branch’s Directors and FSOS Executive Director are essential to ensuring administrative fairness and accessible services for all clients and stakeholders.

Responsible for Program support, the Director’s efforts are fundamental to business success, acting as the backbone that connects clients to Program resources and provides operational support to keep all Program areas running. The Director’s efforts are key to ensuring support is delivered to the right place, at the right time, and that resources to do so are allocated effectively.

CHANGES SINCE LAST REVIEW: Identify significant changes, that have impacted the major responsibilities and accountabilities assigned to your position since the last review (See Writing Guide [Page 14](#)).

Updated to reflect current and anticipated organizational changes and priorities.

COMPARABLE POSITIONS: List comparable GOA benchmarks (See Writing Guide [Pages 14-15](#)).

- Agriculture & Rural Dev: Branch Head, Competitiveness & Risk Mgmt
- Agriculture & Rural Dev. Branch Head, Inspection/ Investigation Branch
- Human Services: Regional Mgr., WHS Compliance
- Human Services: Area Manager, Human Resources & Employment
- Education: Director/Registrar Professional Development
- Justice, ALP, FSOS, Director MEP

ORGANIZATION CHART: A current organization chart that includes supervisor, peers and staff MUST be attached. Include whether employee is permanent, wage, temporary or contract and indicate position numbers (See Writing Guide [Page 15](#)).

Signatures

The signatures below indicate that the manager (incumbent) and division director/ADM have read, discussed and agreed that the information accurately reflects the work assigned (See Writing Guide [Page 15](#)).