

## Update

Ministry

Arts, Culture and Status of Women

### Describe: Basic Job Details

#### Position

Position ID

Position Name (30 characters)

Director, PPM

Current Class

Senior Manager (Zone 2)

Job Focus

Corporate Services

Supervisory Level

01 - Yes Supervisory

Agency (ministry) code

Cost Centre

Program Code: (enter if required)

#### Employee

Employee Name (or Vacant)

Vacant

#### Organizational Structure

Division, Branch/Unit

SWCCD Division, PPLS Branch, PPM Unit

☐ Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

Executive Director, PPLS

Supervisor's Current Class

Executive Manager 2

### Design: Identify Job Duties and Value

#### Changes Since Last Reviewed

Date yyyy-mm-dd

2022-09-30

Responsibilities Added:

As of July 2023, the Director is also responsible for providing a set of additional services to the **Ministry of Tourism and Sport through a shared services agreement**. This includes assistance with the ministry's business plans, annual reports, agency annual reports, GoA strategic plans and annual reports, Committee of Supply and Public Accounts Committee, operational planning and reporting, performance metrics and may include other corporate services, such as: enterprise risk management, business continuity, Facility Emergency Planning Program, environmental scanning, and the management of business disruptions.

Responsibilities Removed:

N/A

## Job Purpose and Organizational Context

Why the job exists:

The Ministry of Arts, Culture and Status of Women (ACSW) has a broad scope of responsibilities related to supporting the development and sustainability of Alberta's creative and cultural industries, artists and the arts community, heritage sites, government services in French, the non-profit and voluntary sectors, increasing gender equality, and supporting women's participation in the economy.

The Ministry of Tourism and Sport is responsible for the continued growth of Alberta's tourism and sports sectors to help make Alberta the place to live, play and visit.

Reporting to the Executive Director of the PPLS Branch within ACSW, the Director is responsible for a variety of functions and is responsible for integrating all aspects of planning, reporting, risk and emergency management, and data analytics. The unit is also responsible for providing related services to the Ministry of Tourism and Sport (TS) through a shared services agreement.

The Shared services agreement with TS includes assistance with the ministry's business plans, annual reports, agency annual reports, GoA strategic plans and annual reports, Committee of Supply and Public Accounts Committee, operational planning and reporting, performance metrics and may include other corporate services, such as: enterprise risk management, business continuity, Facility Emergency Planning Program, environmental scanning, and the management of business disruptions.

The Director, Planning, Performance Measurement provides leadership within the Ministry to encourage an outcomes-oriented environment that emphasizes sound planning and performance measurement for continuous improvement in a complex environment. The Director works in close collaboration with Ministry executive and staff to develop, evaluate, and enhance processes that support system accountability.

This position leads the Planning, Performance Measurement Unit: (1) providing a strategic lens to connect policy, program delivery, operations and measurement, (2) overseeing operations and ensuring resources are managed effectively to provide mandated deliverables and value-added services, (3) working with the branch to envision and realize continuous improvement, and (4) mentoring staff to develop branch, ministry, and government capacity.

Mandated deliverables include the Ministry business plan and annual report including performance measures and indicators, enterprise risk management processes and documentation, and support for operational planning in alignment with the department policy agenda. The unit also supports Ministry public accountability efforts (e.g. Committee of Supply and Public Accounts) and the preparation of the Deputy Minister's performance contract.

## Responsibilities

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

The responsibilities listed in this section refer to the Ministry of ACSW as well as Tourism and Sport via the shared services agreement as most of these services will be provided to both ministries.

### **1. Unit achievement of its business goals in alignment with Ministry and GOA priorities.** The Director:

- Ensures branch operations plans are developed and implemented in alignment with department plans and ministry priorities.
- Ensures rigor and alignment with ministry and GoA frameworks in all unit activities.
- Manages branch human resources (i.e., recruitment of team members; development of performance agreements and learning plans; performance management; ongoing allocation and management of workload).
- Coaches and mentors unit staff, fostering a collaborative culture that is nimble and embraces innovation.
- Accounts for unit financial and human resources.
- Directs development of briefings, background documents, and correspondence in an accurate and timely manner and in compliance with ministry standards; reviewing and approving documents (e.g., Action Requests, Briefing Notes) prior to submission to the Executive Director's Office.

### **2. Provision of leadership to the Ministry on strategic, business, and operational planning,** ensuring timely and meaningful planning activities for Ministry executive and staff, and aligned with Government strategic planning and

department policy priorities. Business plans are meaningful to Ministry representatives and stakeholders and comply with Government business plan standards. The Director ensures that the branch:

- Provides options and recommendations to the Executive Director and Executive Team for strategic, business, and operational planning processes.
- Actively engages staff and leaders across the organization.
- Leverages planning efforts across business areas for efficiency and coherence in Ministry planning.
- Communicates regularly with Treasury Board and Finance to ensure alignment with Government priorities and compliance with business planning standards.
- Supports ministry preparations for Committee of Supply meetings by preparing briefings and analysis.
- Provides operational planning support to divisions as needed.

**3. Provision of leadership to the Ministry on business continuity, emergency management and enterprise risk management (ERM) practices,** ensuring timely and meaningful risk management activities for Ministry executives and staff, embedded in strategic planning and policy priorities, and compliant with Government guidelines. The Director ensures that the branch:

- Provides options and recommendations to the Executive Director and Executive Team for risk management processes that deliver the best value.
- Reports regularly on risks and risk management strategies to Executive Team in a way that is timely, meaningful, and in alignment with the department's policy agenda.
- Complies with Government guidelines on enterprise risk management and, through the designated ministry contact, provides ERM information and documentation to the Office of the Auditor General as well as Treasury Board and Finance as required.
- Oversees the administration of Infrastructure's Facility Emergency Planning Program within the ACSW's 23 facilities. The Director is accountable for enforcing related legislation to promote a culture of workplace and public safety, meeting related government standards and policies, and ensuring that the ministry is successful in managing the corresponding risks.
- Oversees ACSW's participation in the annual GoA-wide disaster recovery tests, which prepare the GoA and ministry for the potential scenario of losing the ability to use IT-dependent tools and databases.
- As per the *Emergency Management Act and Government Emergency Management Regulation*, ensure that the ministry is prepared to address ministry- as well as provincial-level emergencies and disasters and resume the delivery of essential services and programs in the event of a business disruption, including disruption of bargaining unit labour disputes

**4. The Ministry's performance measures (their relevance, development, interpretation, and presentation) and performance measures practices meet or exceed GOA standards.**

The ministry has a robust outcomes and performance measurement framework to support planning, reporting, evaluation and decision making in the ministry. The Director ensures that the branch:

- Collaborates with Ministry and Government experts in data and performance measurement to
  - a) improve how we choose, interpret, and present performance measures, targets, and indicators for the Ministry and Government
  - b) improve how we share data, negotiate data-mining agreements, performance measures, and indicators information
  - c) stay up to date on best practices in performance measurement in the public service
- Collaborates with Ministry and Government colleagues to ensure
  - a) policies and frameworks include sound performance measures and/or indicators
  - b) alignment of performance measures and indicators across Government lines of business and across major policies and frameworks
- Provides support to Ministry program areas in developing and implementing performance measures and indicators, including, but not limited to the Survey of Albertans.
- Actively promotes sound performance measurement practices so that those practices become embedded in Ministry culture.
- Leads the development and ongoing maintenance of the outcomes and performance measurement framework.
- Engages ministry staff and subject matter experts in development of logic models and the identification of associated outcomes and performance metrics.
- Develops documentation to demonstrate alignment between the framework and department policy agenda, priorities and initiatives.

**5. Ministry reporting internally and externally is timely and meaningful for Executive Council, Ministry executive and program area staff, stakeholders, and the public.** The Director ensures that the branch:

- Provides operational reporting to meet Ministry executive needs, align with reporting to Executive Council, and supports sound development of the Ministry's annual report.
- Engages subject matter experts across the department to develop, review, and approve the Ministry annual report.
- Communicates effectively with Treasury Board and Finance so that the Ministry annual report and Ministry contributions to the GOA annual report are compliant with Government standards and timelines.
- Supports ministry preparations for Public Accounts Committee meetings by preparing briefings and analysis.
- Leverages content across reporting tools to maximize the value of content provided and minimize the reporting and review burden on program areas.
- Regularly reviews and refreshes approaches to reporting that maximize relevance, effectiveness, and efficiency.

**6. Participate in integrated Policy, Planning and Legislated Services (PPLS) branch-level service delivery.**

- Provide leadership and cultivate ministry-wide accountability, an understanding of corporate services, and alignment of efforts to strengthen effectiveness and efficiency
- Assist with the development of goals, objectives, priorities, plans, and reports for the unit, branch, division, and ministry to ensure optimal use of human, financial, and technological resources. This includes the implementation of the shared services agreement with Tourism and Sport.
- Contribute to the PPLS senior managers' meetings and consultations, including defining and scoping out projects and temporary reallocating resources, as needed, to ensure that branch-level commitments are prioritized.
- Assume acting duties for the Executive Director of PPLS, as required.
- Provide assistance to the ED by supporting other branch-assigned work and other priorities as assigned.

## Problem Solving

Typical problems solved:

The position faces a variety of complex problems and issues that may arise with little or no notice, including many that involve balancing competing divisional, ministry, and government priorities. The Director operates in an environment that requires tactful guidance and support of strategic and operational plans and priorities across the ACSW and TS divisions and program areas, ensuring alignment with those of partner ministries such as Seniors, Community and Social Services; Jobs, Economy and Trade; Service Alberta and Red Tape Reduction; Infrastructure; and TBF.

These services have to be managed in the context of the Director having to simultaneously meet the needs of several different programs and/or ministries, which may have different views on how to address similar situations, considerably increasing the challenges faced by this position.

The position is also responsible for engaging stakeholders on multi-year contracts, shared priorities, performance metrics, and the development of new data tools to conceptualize, develop, and implement a new comprehensive Performance Measurement Framework and Data Centre of Excellence for the ministry.

With the ministry's highly diverse portfolio, including sectors such as arts, culture, heritage, Francophonie communities, women's status, the non-profit and voluntary sectors, and 23 public-facing facilities, and a shared services agreement with the Ministry of Tourism and Sport, the Director is in the unique position of having to customize existing standards and develop new operational policies to meet the diverse needs of these sectors.

Types of guidance available for problem solving:

The Director is guided by broad parameters set for all ministries. These include but are not limited to the *Fiscal*

*Planning and Transparency Act, Alberta Foundation for the Arts Act, Emergency Management Act, Government Emergency Management Regulation, Occupier's Liability Act, Safety Codes Act, Occupational Health and Safety Code, Alberta Fire Code, Freedom of Information and Protection of Privacy Act, business planning and annual reporting standards, Expenditure Officer guidelines, International Organization for Standardization (ISO) 31000 standards, ERM Frameworks, performance measurement standards, and the GoA Business Continuity Plan.*

Standards for public accountability documents/processes are set by Treasury Board and rely on internal processes and meeting intentions of the planning and reporting legislative framework. There is a large, well-established business planning community across the GOA that collaborates, shares information, and advocates for process changes.

Direct or indirect impacts of decisions:

The work of this role impacts all employees within the two ministries and all member of the public visiting the ACSW's and TS' facilities (e.g., through business continuity projects and the safety and security of staff, visitors, and historic/art collections). Superior leadership skills are required to coach, mentor, direct, motivate, develop, and evaluate not only the employees within the PPM Unit but also the divisional contacts. The environment is characterized by strategic planning structured within overarching frameworks, and balances competing demands from executives, the department, agencies, the public, and staff.

The politically sensitive environment this position operates in requires strong political acumen and an organization-wide focus, particularly for the development of business plans, ministry and agency annual reports, work stoppage contingency plans, issue identification, enterprise risk management, emergency planning, and disaster recovery efforts.

This position influences related decisions of the Minister, Deputy Minister, and Branch Heads by providing strategic briefings, advice and consultations, and guiding ministry initiatives that have a significant impact on current and future operations. Strong leadership is required to harmonize multiple ministry inputs into GoA initiatives and to integrate ministry-specific initiatives. It also must influence and maintain an accurate public perception of the ministry by external stakeholders (e.g., by developing quality public-facing reports).

## Key Relationships

Major stakeholders and purpose of interactions:

### Internal:

**Executive Director, Policy, Planning and Legislative Services** - Obtain general direction and guidance, and provide analysis, recommendations, briefings, and reports. Raise awareness of strategic opportunities and threats.

**ACSW and TS Deputy Ministers and Executive Teams** - Liaise on ministry reporting and facilitate strategic planning that ultimately forms the ministries' business plans that set the strategic directions for the two ministries. Oversee business continuity training with Executive Teams and ensure proper coordination of business disruptions and emergencies.

**ACSW and TS Branch Heads and Program Area staff** - Develop collaborative relationships across ministries to effectively meet goals and milestones

**ACSW and TS Ministers** - Provide recommendations, respond to queries, receive input and direction, and oversee the preparation of briefings, reports, and other materials.

### External:

**Alberta Treasury Board and Finance** - Facilitate the review of ministry deliverables by TBF, represent the two ministries' positions, and oversee work with divisional contacts to make any required changes. Provide input into GoA documents such as strategic plans, annual reports, and risk reports. Participate in the development of standards.

**Executive Council** - Contribute to the development of the government's environmental scans, Deputy Ministers' Performance Contracts and the associated reports, and transition briefings. Partner with Intergovernmental Relations to coordinate the review and Deputy Ministers' approvals of cross-government contracts.

**Office of Statistics and Information** - Lead collaboration with the GoA Statistics Council to ensure access to timely statistics.

**Infrastructure** - Lead the implementation of the Facility Emergency Planning Program and recommendations resulting from annual audits. Address emergencies and business disruptions.

**Public Service Commission** - Oversee coordination of planning and training activities (e.g., for the purpose of developing work stoppage contingency plans). Manage teams.

**Communications and Public Engagement** - Lead the development of research briefs, selection of vendors, and implementation of public surveys.

**Service Alberta** - Ensure the ministry has strong representation on GoA-wide disaster recovery efforts. Oversee the public release of ministry reports.

**Alberta Emergency Management Agency** - Oversee ongoing collaboration and implementation of government emergency planning standards and processes. Review and follow up on Daily Situation Reports from the Provincial Emergency Coordination Centre. Lead the development of responses to information/action requests, and provide input into emergency planning. Ensure the ministry is prepared for and participates in disaster tests, training, and planned service interruptions.

**Office of the Auditor General and Office of the Chief Internal Auditor** - Facilitate audits (e.g., ministry and agency annual reports, ERM processes, and internal controls).

**Alberta Foundation for the Arts** - Lead consultations on plans, performance measures, and reports. Facilitate the Deputy Minister's and Minister's approvals and sign-off. Facilitate OAG audits, and ensure that the AFA annual report is tabled in the Legislative Assembly according to legislated standards.

**Canadian Heritage** - Ensure that Alberta's needs are represented on the cross-jurisdictional Culture Statistics Strategy Working Group.

**Other ministries** - Represent the ministry's needs on cross-ministry committees such as the GoA Business Planning Working Group, the GoA Performance Measures Task Team, and AEMA's Hazard Identification and Risk Assessment Working Group. Provide effective, ongoing liaison to share ideas and develop mutually beneficial strategies and ensure successful development and implementation of cross-government initiatives.

### Required Education, Experience and Technical Competencies

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

If other, specify:

Business, social studies, public administration, project management, policy analysis, statistical research.

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

To achieve the results specified, the Director requires in-depth knowledge of:

- Government and Ministry strategic and business planning, risk management, reporting, evaluation, and performance measures standards, policies, legislation, and processes.
- Planning, risk management, reporting, evaluation, and performance measures frameworks and processes in the advanced learning, research and innovation, and economic development systems in Alberta.
- Issues, trends, theories, and best practices in approaches to strategic, business, and operational planning and reporting; risk management; evaluation; and performance measurement.
- The strategic direction of the Government and Ministry, and the political environment in which the Ministry and its stakeholders operate.
- The Ministry's stakeholder communities; their relationships to the Ministry, the Government, and each other; and the issues relevant to them.

The Director requires experience:

- Working in politically sensitive environments, understanding who to involve, content to include, and how to frame issues appropriately
- Managing projects effectively
- Facilitating groups large and small, especially groups in conflict or without established shared outcomes
- Managing branch staff and budgets
- Managing strategic issues while also overseeing the more operational work of the branch
- Briefing and presenting to senior executives, elected representatives, and stakeholders

### 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		
Systems Thinking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Integrates broader context into planning: • Plans for how current	As a leader responsible for structuring the Executive Team's

		<p>situation is affected by broader trends</p> <ul style="list-style-type: none"> <li>• Integrates issues, political environment and risks when considering possible actions</li> <li>• Supports organization vision and goals through strategy</li> <li>• Addresses behaviours that challenge progress</li> </ul>	<p>strategic planning discussions, the Director takes into account system-wide implications and maintains an ongoing awareness of the dynamic fiscal, political, and environmental factors that impact the ministry and government.</p>
Creative Problem Solving	○ ○ ○ ● ○	<p>Works in open teams to share ideas and process issues:</p> <ul style="list-style-type: none"> <li>• Uses wide range of techniques to break down problems</li> <li>• Allows others to think creatively and voice ideas</li> <li>• Brings the right people together to solve issues</li> <li>• Identifies new solutions for the organization</li> </ul>	<p>The Director actively encourages a culture of engagement and innovation (e.g., through informal challenges aimed at team-building), promotes creative thinking (e.g., by utilizing a SharePoint site to develop an online operational planning and reporting tool), and asks the right questions to break down problems and deepen understanding of issues so that effective solutions can be developed.</p>
Agility	○ ○ ○ ● ○	<p>Proactively incorporates change into processes:</p> <ul style="list-style-type: none"> <li>• Creates opportunities for improvement</li> <li>• Is aware of and adapts to changing priorities</li> <li>• Remains objective under pressure and supports others to manage their emotions</li> <li>• Proactively explains impact of change on roles, and integrates change in existing work</li> <li>• Readily adapts plans and practices</li> </ul>	<p>The PPM team needs to achieve exceptional results under tight timelines. The Director stays current on the government's and public's evolving needs and the ministry's pressure points.</p>
Drive for Results	○ ○ ○ ● ○	<p>Works to remove barriers to outcomes, sticking to principles:</p> <ul style="list-style-type: none"> <li>• Forecasts and proactively addresses project challenges</li> <li>• Removes barriers to collaboration and achievement of outcomes</li> <li>• Upholds principles and</li> </ul>	<p>The Director plans for and delivers results, from concrete deliverables, such as the ministry's annual report, to process improvements (e.g., developing a new approach for enterprise risk management). While doing so, the Director</p>

		<p>confronts problems directly</p> <ul style="list-style-type: none"> <li>• Considers complex factors and aligns solutions with broader organization mission</li> </ul>	<p>considers complex and/or long-term factors.</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"> <li>• Creates impactful relationships with the right people</li> <li>• Ensures needs of varying groups are represented</li> <li>• Goes beyond to meet stakeholder needs</li> <li>• Ensures all needs are heard and understood</li> </ul>	<p>One of the key roles of this position is to lead the regular solicitation of input and feedback from all program areas within the ministry on various ministry-level plans, reports, risks, and mitigation strategies. This is accomplished through the ongoing engagement of the Executive Team, the Business Planning Advisory Committee, Business Continuity Team, and other contacts within the ministry including Management and program area staff.</p>
Build Collaborative Environments	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<p>Involves a wide group of stakeholders when working on outcomes:</p> <ul style="list-style-type: none"> <li>• Involves stakeholders and shares resources</li> <li>• Positively resolves conflict through coaching and facilitated discussion</li> <li>• Uses enthusiasm to motivate and guide others</li> <li>• Acknowledges and works with diverse perspectives for achieving outcomes</li> </ul>	<p>Involves the right people in identifying and solving problems, envisioning and planning for outcomes and risks; gives close attention to effective communication; convenes a space where conflicts can be addressed safely and honestly; empowers others to make unique contributions.</p>
Develop Self and Others	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<p>Encourages development and integration of emerging methods:</p> <ul style="list-style-type: none"> <li>• Shapes group learning for team development</li> <li>• Employs emerging methods towards goals</li> <li>• Creates a shared learning environment</li> <li>• Works with individuals to develop personal development plans</li> </ul>	<p>To facilitate continuous improvement and enable the ongoing development of employees' skill sets, the Director shares training-related information and supports various formal and informal developmental opportunities, such as secondments and stretch assignments.</p>



## Benchmarks

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

### Above the position:

#### **Executive Director, Policy, Planning and Legislative Services (EM2), ACSW**

The Executive Director position reports to the Assistant Deputy Minister, Status of Women and Creative and Community Development. Aside from the responsibilities managed by the Director of PPM, the Executive Director of PPLS is also responsible for agencies' recruitment and appointments; provincial historic resource designations; Ministerial Orders; review and advice on grants services; review of the ministry's legislation and regulations; red tape reduction; Federal / Provincial / Territorial committees on culture, heritage, sport, and status of women; ministerial conferences on the Canadian Francophonie; policy development; accountability framework for ministry grant programs; and developing and coordinating materials for Cabinet retreats.

### Comparable position:

#### **Director, Planning, Reporting and Performance Measurement (SM2), Advanced Education**

This position is responsible for the ministry's business plans, annual reporting, developing the Deputy Minister's performance contract, enterprise risk management, operational planning and reporting, performance measurement frameworks, development of data sets, related consultations, and managing grants related to the Skills Data Initiative.

The Director of Planning and Performance Measurement does not manage grants; however, in addition to the functions listed above, the Director of PPM is also responsible for the Survey of Albertans on Culture and Status of Women, Culture Sector Strategy, developing the ministry's data centre of excellence, business continuity planning and related training, consequence management plans, emergency management, environmental scanning, the Facility Emergency Planning Program, business impact analysis, agency annual reports, and management of safety and security-related issues.

## 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
_____ DM Name	_____ Date yyyy-mm-dd	_____ DM Signature