

## Update

Ministry

Mental Health and Addiction

### Describe: Basic Job Details

#### Position

Position ID

Position Name (200 character maximum)

Director, Policy and Program Development

Current Class

Senior Manager (Zone 2)

Job Focus

Operations/Program

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

Policy and Programs

☒ Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

Supervisor's Current Class

Executive Manager 1

### Design: Identify Job Duties and Value

#### Changes Since Last Reviewed

Date yyyy-mm-dd

2025-04-22

Responsibilities Added:

No changes

Responsibilities Removed:

No changes

## Job Purpose and Organizational Context

Why the job exists:

The Director, Policy and Program Development, leads several functions to successfully design, implement and oversee unique, landmark programs to drive the Alberta Recovery Model within the context of government-wide strategic frameworks guiding the provincial addiction and mental health system. The system is multi-faceted, covering a breadth of topics (e.g., tobacco, alcohol, youth, operating grants, innovation of services), with multiple stakeholders (e.g., community organizations, Recovery Alberta, Centre of Recovery Excellence, national organizations), and connects to several other government portfolios (e.g., housing, education, economic development). These functions include oversight of multiple projects within provincial strategies, committee management and secretariat support, significant stakeholder engagement, contract and grant management, and evaluation for continuous improvement. The Director monitors the progress of projects against broader strategy goals and policy outcomes, and maintains open pathways for project success, and negotiates adjustments in plans as needed to address emerging opportunities and issues.

This unit is also the liaison between provincial framework priorities and plans and the branch, with the Director co-chairing and/or participating on committees to advance cross-ministry and cross-sector action on mental health initiatives to enhance system continuity. System capacity and integration is enhanced through information sharing and communication to stakeholders, streamlining tracking and reporting processes, fostering cross-sector alignment on system initiatives, and management of multiple grants.

The Director collaborates with the branch leadership team to integrate and leverage the efforts of the branch to meet business and system goals and priorities. Advice and recommendations are provided to the Executive Director and other internal and external senior stakeholders to inform strategic decision-making and directions. Positive, collaborative relationships and partnerships are sustained with executive and senior management in Mental Health and Addiction, other ministries, senior management of Recovery Alberta, and senior officials in key external stakeholder groups. The position represents the branch and department on cross-ministry initiatives, departmental teams, and provincial/national committees. The Director sets short and long-range business goals for the Policy and Program Development Unit and communicates strategic messaging and ministry goals and mandates to staff.

## Responsibilities

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

### **Advising staff on special project and grant issues, stakeholders and tactics**

Provincial addiction and mental health strategies are effectively implemented to achieve their expected outcomes and effectively engage relevant stakeholders.

- Guide the design and implementation of landmark programs that drive the Alberta Recovery Model, and management of multiple related projects that are part of each strategy
- Coordinate with other areas within the Ministry and other ministries for implementation of specific provincial addiction and mental health strategies (i.e., Tobacco Reduction Strategy, Alberta Alcohol Strategy, Alberta Gambling Strategy), presenting updates and results to executive department leaders and internal and external stakeholders (e.g., Recovery Alberta, community service providers).
- Translate the results of unit-led initiatives and priority projects
- Engage senior and executive leaders in stakeholder organizations to sustain open pathways for collaboration between organizations and alignment to provincial priorities
- Direct research and development of responses to Action Requests (ARs), session queries etc., in accordance with timelines and quality standards
- Encourage enhanced coordination and integration of programs and services within each framework to support system continuity and to achieve addiction and mental health system goals
- Oversee the management of multiple initiatives that encourage system integration and innovation (e.g., operating grants, collaboration with other department branches and cross-ministry committees, liaison with other jurisdictions)
- Negotiate grant agreements for a range of programs and services in support of policy and program development

### **Committee participation, representing ministry and branch**

The priorities of the Alberta Recovery model are advanced through multiple cross-ministry and cross-sector committees.

- Lead the unit to be the primary focal point and liaison between branch operations and the broader provincial framework
- Represent core mandates of unit, branch, and division in cross-ministry and interdepartmental initiatives with diverse mandates and responsibilities (e.g., liaising with Alberta Health, Public Safety and Emergency Services, Seniors, Community and Social Services, Children and Family Services, etc. in relation to Law Enforcement, Correctional Services, Shelter Services, Gender-Based Violence, Primary Care Alberta, etc.)
- Co-Chair and/or participate on committees to drive progress toward core framework goals (e.g., continuity of the mental health system)
- Lead and/or participate in specific Task Groups
- Guide the provision of secretariat services provided to specific committees, fostering a consistent approach and provision of high-quality service

### **Strategic Relationship Management with external and internal stakeholders**

Strategic relationships with internal and external stakeholders are developed and sustained to enable and advance unit operations.

- Build and sustain strategic networks with internal and external stakeholders to open doors for unit functions and to facilitate successful policy and legislation projects and related continuous improvement
- Guide bilateral communication channels with system stakeholders to support greater system integration and alignment and to foster cross-sector alignment on system initiatives
- Establish and nurture strong relationships with First Nation and Métis leaders and communities, co-developing culturally affirming approaches to addiction and mental health concerns through programs and funding.
- Establish a network of effective working relationships with senior leaders in other ministries, to promote and share information on unit initiatives (e.g., standards and processes, best practices, and lessons learned)
- Represent the perspectives of the branch, division, or ministry on cross-ministry or cross-jurisdiction policy initiatives
- Foster a coordinated response to relevant policy and program development issues through comprehensive cross-ministry and stakeholder engagement and communication
- Maintain awareness of emerging issues and future opportunities that could impact policy implementation
- Identify contacts and linkages for unit staff to engage in their work
- Identify and leverage opportunities with stakeholders to advance the objectives of addiction and mental health and related programs/issues to improve the mental health of all Albertans

### **Unit/staff Leadership, administration and HR**

The unit achieves its business goals in alignment with ministry and GoA priorities within a positive team environment.

- Develop and implement operations plans in alignment with branch plans and ministry priorities
- Ensure rigor and alignment with ministry and GoA frameworks in all unit activities
- Coach and mentor the unit staff, creating an organizational culture that embraces innovation and best practices
- Foster a culture of holistic and strategic thinking about unit functions and how they impact current and future ministry priorities and operations
- Account for unit financial and human resources (recruitment, performance management/resolution, etc.)
- Review and approve various reports and responses (e.g., Action Requests, Briefing Notes) prior to submission to the Executive Director

### **Branch Leadership**



The Executive Director, Community Response and Programs Branch, is supported in leading the branch in line with ministry and government priorities and goals, and stakeholder needs.

- Provide advice and recommendations to the Executive Director and executive ministry leaders, as needed, and prepare briefing materials for ADMO/DMO/MO to inform their decision-making and to shape responses
- Synthesize and report on plans and results achieved by the unit's operations to inform broader branch and division planning and reporting
- Collaborate with the other unit leaders to maintain collaboration and information sharing, and prepare and integrate reports to provide a complete account of the branch
- Facilitate the transition of strategic frameworks to the Policy and Program Development Unit to lead implementation
- Serve as acting Executive Director as needed.



## Problem Solving

Typical problems solved:

The spectrum of issues is diverse, and issues are often unique. The incumbent applies a sound understanding of the system priorities, stakeholder perspectives, and broad implication for the GoA when providing recommendations and responses. Multiple issues must be successfully managed concurrently within defined timelines. Priorities must be balanced across requirements for urgent responses and ensuring space for contemplating future options and integrating multiple points of analysis.

Through influence the Director fosters cross-sector alignment on system initiatives to support continuous improvement and innovation across the system.

The Director is required to synthesize available evidence about best practice, practical implementation issues, broader Government of Alberta policy, environmental, financial and legal context, stakeholder engagement and other contextual issues when providing advice, recommendations and solutions to opportunities and challenges. In addition, the Director is required to be flexible and to adapt to rapidly changing policy and operational contexts. The Director must also demonstrate the ability to lead, collaborate and deliver results with clarity in an environment where incomplete information and uncertainty can occasionally present a challenge.

Types of guidance available for problem solving:

Some solutions will require the creation or innovation of program elements, while others will require clarification of existing policy or the provision of specific support. Broad direction ( e.g., expected outcomes and government priorities) and guidance is available from the Executive Director, Community Response and Programs Branch, and branch, division, ministry and Government of Alberta business plans and documentation. However, direction by these sources is broad; the Director must be able to evaluate, synthesize multiple pieces of data and analysis to produce innovative options and recommendations, and must be able to successfully communicate these recommendations with ministry executive, staff, and stakeholders.

Direct or indirect impacts of decisions:

The addiction and mental health system in Alberta is complex due to the multiple topics, streams of service, populations, and service providers. Addiction and mental health strategies also impact other societal domains such as housing, education, economic development, and other elements of the broader healthcare system; the Director must be able to look holistically at issues and solutions ( e.g., consider how to influence multiple parts of the system; identify potential interactions within the system). This includes identifying a common path forward and influencing community stakeholders and service providers as well as other ministries in that direction. Some groups play multiple roles, adding to the complexity of parsing needs and interests, and negotiating acceptable solutions ( e.g., Recovery Alberta is a service provider and a partner on some initiatives).

## Key Relationships

Major stakeholders and purpose of interactions:

### Internal

Executive Director, Community Response and Programs Branch (Ongoing) - Seek guidance and direction, provide advice and information; participate in branch leadership team; act as Executive Director to cover absences as needed

Director, Policy and Program Development (Ongoing) - Promote sharing and teamwork across the branch; ensure all branch members are aware of relevant unit work; foster consistent processes. Joint/share accountability for delivering branch priorities

Other Directors in Policy and Programs Division (As required) - Exchange information, maintain awareness of priorities and how they might impact projects; collaborate on joint initiatives; align projects with broader ministry initiatives

Ministries (e.g., Public Safety and Emergency Services; Seniors, Community and Social Services - frequent)- Collaboration to identify and address issues and develop and implement shared agendas regarding addiction and mental health strategies, policies, and programs; lead and participate on cross- ministry initiatives

Executive Management (Occasionally) - Present options and recommendations; respond to queries; seek direction

Staff in other branches in the Ministry (Ongoing) - Collaboration to identify and address issues, coordinate and align work, seek guidance and advice (i.e. communications, legal), and develop and implement shared agendas regarding addiction and mental health strategies; Collaboration with Regulatory Compliance and Data Stewardship team for leveraging data and developing appropriate evaluation tools for continuous evaluation of policies and strategy

Department Corporate Services (As needed) - Engage services to meet unit operational needs; seek input on initiatives (e.g., communications announcements related to strategy; legal and procurement support on grant agreements); Represents unit and provides input for Branch, Division, and Ministry business planning and reporting.

### External

Recovery Alberta Senior Leaders (Occasionally) - Respond to queries; collaboratively identify and address issues and develop and implement shared agendas regarding addiction and mental health strategies; lead committees

Community Stakeholders (e.g., social-serving organizations, police agencies, municipalities, Indigenous communities) (Ongoing) - Respond to queries; collaboratively identify and address issues and develop and implement shared agendas regarding addiction and mental health strategies; provide oversight and accountability for grant funding and related objectives; lead committees.

Other jurisdictions (As needed) - Share best practices and information; participate on committees and teams

## Required Education, Experience and Technical Competencies

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

If other, specify:

Do not limit to focus/major. Related fields can include social sciences, liberal arts, business, etc.

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

- Comprehensive knowledge of Alberta's addiction and mental health care system structures and accountabilities, programs and services
- Knowledge of the broad stakeholder network within the system and their primary perspectives
- Knowledge of legislation directly and indirectly related to addiction and mental health ( e.g., Mental Health Act, Mental Health Services Protection Act, Tobacco and Smoking Reduction Act, Protection of Children Abusing Drugs Act, Health Information Act, Provincial Health Agencies Act,)
- Knowledge of the inter-connections between the addiction and mental health system with other facets of the healthcare system and broader social and economic issues ( e.g., housing, education, corrections, law enforcement)
- Thorough knowledge of the GoA priorities and plans for the addiction and mental health system and the complex stakeholder climate
- Knowledge of national and international trends and approaches of other countries in addiction and mental health Understanding of government planning, decision-making and reporting processes and requirements
- Theory and practice of team work and consulting/consensus-building techniques, including intersectional analysis and negotiation strategies
- Knowledge of Ministry policies, programs, and Business Plan
- Knowledge of relevant performance measures and expected processes and program outcomes for existing funded organizations and other grants
- Knowledge of stakeholder relationship management and consultation approaches to maintain a large network of strong working relationships
- Knowledge of change management and continuous improvement principles and approaches
- Comprehensive knowledge of human resource and financial management and team development

### Experience

- Minimum of 10 years progressive management experience in a related area
- Master's degree in a related area or equivalent is an asset
- Experience working in a complex, inter-connected, multi-stakeholder environment
- Strong project planning and management skills and experience

The Director leads the implementation of current provincial strategies through delivery of multiple projects and grants and collaboration with multiple, diverse stakeholder groups. The Director promotes and gains movement toward overarching strategy goals through advanced negotiation, consultation, communication and influence skills. A high degree of planning, coordination, political acumen, and organization are applied within each strategy and across strategies to leverage interconnections and foster continuity across the spectrum of the addiction and mental health system. Strategic and system thinking skills are applied to situate addiction and mental health within a broader health, social and economic systems, and to consider both short- and long-term options and impacts.

Leadership is also applied to chair cross-ministry and cross-sector committees. Strong communication (both written and verbal) and interpersonal skills are applied to drive results in a common direction that aligns with provincial and stakeholder priorities. The Director maintains awareness of perspectives and the political climate to identify and understand what is driving specific issues so that they can be proactively addressed.

Leadership skills are also routinely applied to direct the operations of the unit, participate on the branch leadership team, and to represent the Branch in ongoing relationships with multiple and diverse 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"/>	<p>Integrates broader context into planning:</p> <ul style="list-style-type: none"> <li>Plans for how current situation is affected by broader trends</li> <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>Seek information and analyze long-term outcomes; focus on the goals and values in addition to the process.</p> <p>Identify unintended consequences of a plan.</p> <p>Consistently take a holistic and long-term view of challenges and opportunities at multiple levels across related areas.</p>
Drive for Results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<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 confronts problems directly</li> <li>Considers complex factors and aligns solutions with broader organization mission</li> </ul>	<p>Identify underlying causes for success or lack of success and take action to ensure future success.</p> <p>Hold self and others accountable for achieving results and agreed upon targets.</p> <p>Identify and acts on opportunities to partner with other groups to achieve desired outcomes.</p>
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>Engage others to think broadly about impacts or projects; bring together different perspectives and encourage debate.</p> <p>Promote collaborate and positive relationships within and across groups and build commitment to reach desired results.</p> <p>Foster trusting and dependable working relationships with other jurisdictions/ stakeholders.</p>
Develop Self and Others	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<p>Champions development and learning in all groups:</p> <ul style="list-style-type: none"> <li>Actively learns about the broader organization</li> </ul>	<p>Support the development of others by providing specific, constructive, timely and regular</p>

		<ul style="list-style-type: none"><li>• Brings others together to identify issues and successes, and takes a systems thinking approach</li><li>• Champions development and leadership building</li></ul>	feedback.  Recognize and value the diversity of knowledge, skills, and abilities, making the best use of those talents.
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**Benchmarks**

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

**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.