

Working Title Director, Forecasting	Name
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Position Number	Reports to Position No., Class & Level	Division, Branch/Unit Strategic Services, Strategic Data, Analytics and Business Services Branch	Ministry Assisted Living and Social Services
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Present Class	Requested Class
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Dept ID	Program Code	Project Code (if applicable)	Cost Center
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<p>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).</p>
<p>Reporting to the Executive Director, Strategic Data, Analytics and Business Services (SDABS), this position leads analytics and business intelligence strategies, projects and practices for the department of Assisted Living and Social Services (ALSS). (Analytics is the process of discovering and communicating meaningful patterns in data to inform business decisions; business intelligence refers to technologies, applications and practices for the collection, integration and transformation of data for reporting and analysis).</p> <p>The position directs the work of managers, professional staff and contractors within the branch to meet department analytics and business intelligence requirements; oversees department-wide analytics and business intelligence projects; provides expertise and strategic advice to Executive Team, governance committees and steering committees; and leads or represents the department on cross-ministry analytics and data integration initiatives.</p> <p>Through the provision of relevant, high-quality information and analysis, the position impacts the effectiveness of decision-making and overall organizational performance.</p> <ul style="list-style-type: none"> Delegated authority to approve and issue all official ALSS forecasts, performance indicators related to forecasts, and scenario releases (internal/external), including methodology changes and technical notes; sole sign-off (within policy) for assumption sets, model governance, scenario parameters, and dissemination schedules; accountable for integrity, privacy, and compliance (ATIA/FOIP/HIA as applicable). The responsibility of the role supports Public Accounts Committee and Treasury Board. Consequences: errors affect budget allocations and service levels across ten divisions, not just in-year (Quarterly Updates, Annual Reports) but out years as well (Business Plan).

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](#))

Forecasts drive allocations and service levels across ten divisions; impacts ~20% of Alberta households.

Controls >\$1M operating budget; directs 2 managers and 10 professionals; accountable for public releases with material fiscal/reputational risk.

Leading the development or refinement of strategies to address the need for evidence-informed operational and strategic decisions by:

- Undertaking consultations to assess the current state, define the desired future state and develop strategies to achieve the future state.
- Reviewing and implementing best practices in the development and implementation of business intelligence and analytics strategies.
- Ensuring strategies incorporate best practices in business intelligence, including the development and maintenance of the data warehouse and web-based information portal, and processes to define information requirements.
- Leading the development of ministry capacity in analytics by delivering training and providing ongoing support.
- Communicating the vision and strategic direction for analytics in the ministry and championing a cultural shift to evidence-informed decision-making.
- Preparing documents and presentations of strategies and plans for steering committees and Executive Team review and approval.
- Aligning the ministry strategies and plans with government-wide enterprise analytics strategies and plans.

Guiding the development, prioritization and scope of ministry analytics and business intelligence projects by:

- Developing implementation plans for approval by Executive Team in consultation with steering or governance committees that identify action items, deliverables and timelines in alignment with the analytics strategy.
- Providing leadership to direct reports and analysts across the department for the delivery of projects.
- Directing the development and implementation of project plans.
- Providing status updates and progress reports to steering or governance committees and Executive Team.

Leading analysis to inform program policy, budgeting, program delivery and organizational performance management by:

- Overseeing analysis of financial, caseload, economic and demographic data to address questions from the Minister, Deputy Minister or Executive Team arising from financial, policy or delivery issues, often involving collaboration with other government departments.
- Directing the development and refinement of advanced models used to predict demand for programs and services to support budget forecasts and operational planning.
- Directing the development and refinement of advanced statistical and microeconomic models, such as a model used to simulate the impact of financial support programs to determine the cumulative impact of program changes on Alberta families.
- Leading or supporting cross-ministry data integration and analysis initiatives to determine client outcomes, transitions between programs or multiple use of programs.
- Overseeing the development of reports that provide information on socio-economic and demographic characteristics of the Alberta population as well as program recipients.
- Overseeing the provision of advice and consultation on statistical methods, survey design and economic modelling.

Directing processes and methods to transform and integrate data from department information systems to the data warehouse (in collaboration with Information Technology Services) for reporting and analysis:

- Overseeing the development of opportunity papers, business cases and project charters to access capital dollars for large-scale business intelligence projects.
- Functioning as the Business Project Director for business intelligence projects.
- Ensuring business value in the development and maintenance of the data warehouse, the information portal, and information products. (Information products include tabular reports, dashboards and cubes – information in tabular format can be structured by the user).
- Providing expertise as a member of the committee governing information management and technology strategies and the allocation of capital dollars.

Overseeing ministry business intelligence services to support development and access to information by:

- Directing activities to gather requirements for information products to ensure they inform business decisions.
- Directing the development of solutions to provision data from sources systems and develop information products or data views (outside of capital projects).

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 communications and change management initiatives to foster the use of business intelligence tools and information products.
- Ensuring processes are managed to provide training and support to staff accessing information through the information portal.

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](#)).

- Experience with publishing data for internal and external audiences, ensuring compliance with privacy and Open Data standards.
- Experience building mathematical and statistical models to support forecasting, scenario planning, and policy analysis.
- Experience in programming languages such as SAS, R, GRETL, and Python, and proficiency with data visualization tools such as Power BI and Tableau.

The position requires the following:

- A graduate degree in the social sciences involving quantitative research methods to provide direction to managers and professional staff conducting advanced statistical analysis and model development.
- Knowledge of database structures and business intelligence solutions including relational databases, the architecture underlying data warehouse design, on-line analytical processing, business intelligence and data visualization software to work with information technology professionals in the development of technical solutions that support business requirements as well as to implement the use of software solutions for reporting and analysis.
- Experience in leading management and professional staff on cross-functional teams to achieve deliverables on department-wide initiatives such as the analytics strategy.
- Experience presenting strategies and plans, and providing advice, options papers, briefing notes and status reports, to Executive Team on department-wide initiatives.
- Knowledge and experience in strategic planning to lead the development or refinement of analytics strategies.
- Knowledge of emerging trends in the management of analytics and business intelligence practices. Experience in project management to guide managers and vendors in the implementation of business intelligence projects and to ensure project management principles are applied to analytics projects.
- Knowledge of the department programs and services to ensure program policy and practice is taken into consideration for reporting and analytics.
- The ability to communicate the vision of analytics strategies to varied audiences, the benefits proposed in business cases to governance committees, and technical solutions to lay audiences.
- Knowledge of privacy legislation to ensure measures are in place for privacy and security of data for reporting and analytics.
- Knowledge of human resources, financial management and contract policies and practices.

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 position leads the following:

- Operations of the analytics and business intelligence functions, providing mentorship and guidance to two managers and ten professional staff.
- Cross-divisional working groups for the development of analytics strategies and implementation plans.
- Cross-divisional and cross-ministry teams to conduct analysis to answer questions related to department financial, policy or delivery trends or issues.
- Business intelligence projects, in collaboration with technical directors and managers, by providing guidance to the project team to ensure the project meets business requirements.

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](#)).

- Ownership for standards/methods; Ownership for assumptions & scenario governance; cross-ministry committees; liaison with Corporate Finance & Accountability and program areas.
- Responsible for ALSS Open Data policy (compliance, reporting, PAC, Business Plan, Annual Report, Auditor).
- Owns ALSS official forecasts and methodologies; chairs Forecasting & Data Governance Council; represents ALSS on cross-ministry forecasting tables.”
- Sets and enforces forecasting standards, assumption sets, scenario design, and model governance across ten divisions in ALSS.
- Publishes official forecast packages and technical notes to internal and public audiences; responds to Minister/DM/ET and Public Accounts inquiries.
- Delegated authority to approve and release ALSS caseload forecasts, scenario updates, and methodology changes; sole sign-off within policy for assumptions and dissemination schedules.

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).

Challenges of the position include:

- The development of strategies and plans with no standard procedures or guidelines, based on approaches recommended by industry leaders, director from Executive Team, the unique ministry business cultural and the current state of resources, skills, infrastructure and processes.
- Solving problems related to funding, human resource or time constraints in the delivery of analytics or business intelligence solutions, such as developing interim solutions to access data and create reports in order to meet externally imposed timelines
- Leadership in change management and communications as new processes, methodologies or technical solutions are introduced to improve analytics and business intelligence, such as the launch of a new information portal or a requirement to transition to new software.
- Solving problems related to missing or poor quality data, often requiring the use of alternative data sources as proxies or development of models to predict outcomes.
- Identify the best methodological approach to the analysis of data that is relevant, accurate and understandable.
- Operating in an environment where short timelines are often imposed by from the elected government official to address policy questions or recent trends in caseloads.

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
Deputy Minister / Executive Team	Monthly	<ul style="list-style-type: none"> • To present strategic and implementation plans and report on status. • To provide briefing notes, speaking notes, reports and analysis.
Assistant Deputy Minister	Semi-Weekly	<ul style="list-style-type: none"> • To receive direction on strategies and plans. • To provide results of analysis and updates on analytics and business intelligence initiatives.
Executive Director, Strategic Data, Analytics and Business Services	Daily	<ul style="list-style-type: none"> • To receive direction on strategies and plans. • To receive input on performance and advice on human resource issues. • To provide advice on analytics and business intelligence solutions. • To provide updates on status of projects, risk mitigation or unresolved issues.
Branch Managers and Professional Staff and Contractors	Daily	<ul style="list-style-type: none"> • To provide direction, guidance and advice.
Colleagues in divisions	Daily	<ul style="list-style-type: none"> • To provide direction and advice on cross-division projects or initiatives.
Colleagues in other government departments	Weekly	<ul style="list-style-type: none"> • To provide direction and advice on cross-ministry projects initiatives.

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 position is accountable for the progress toward the provision of information and analysis that are critical for effective policy advice for the Minister and Executive Team, such as changes to program benefits or eligibility, budget allocation, agency funding decisions, etc. For example, estimation of the financial impact of changes to labour standards or minimum wage informs decisions regarding the extent of funding to agencies providing services to Persons with Developmental Disabilities.

The position ensures analytics and business intelligence efforts are undertaken collaboratively, meet business requirements and are effectively disseminated and used for decision-making.

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](#)).

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