

## New

Ministry

Forestry and Parks

### Describe: Basic Job Details

#### Position

Position ID

Position Name (30 characters)

Business Planning Analyst

Requested Class

Job Focus

Corporate Services

Supervisory Level

00 - No Supervision

Agency (ministry) code

Cost Centre

Program Code: (enter if required)

#### Employee

Employee Name (or Vacant)

#### Organizational Structure

Division, Branch/Unit

Corporate Strategic Services

☐ Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

Manager Planning and Reporting

Supervisor's Current Class

### Design: Identify Job Duties and Value

#### Job Purpose and Organizational Context

Why the job exists:

The Planning and Performance Unit within Corporate Strategic Services Branch aims to inform strategic decision making, planning, and reporting actions of Forestry and Parks and to enhance organizational resilience to business interruptions. Key deliverables provided through this unit include: business planning; annual reporting; accountability frameworks; evaluation reports; enterprise risk assessment; and business continuity. The work of this unit functions within the parameters of applicable government and ministry legislation, regulation, policies, standards, directives and procedures. The unit provides client-centric facilitation and consultation services and is comprised of subject matter professionals who work together in a matrix-model to deliver annual and project-based accountabilities.

Reporting to the Manager, Planning and Reporting, the Business Planning Analyst works closely with cross-ministry and department colleagues and subject matter experts dedicated to the Ministry's planning and public accountability processes. The Analyst leads and coordinates the development of the ministry's business plan, annual report, operational plans, and enterprise risk management process. Leads and coordinates the preparation for ministry appearances at legislative committees, including Committee of Supply and Public Accounts committees. The Analyst leads working groups where the work affects multiple branches and divisions. The Analyst ensures that planning processes and products effectively support the strategic/corporate work of the department and government overall.

The Business Planning Analyst requires a broad knowledge of practices related to business planning, reporting,

performance measurement to increase the alignment of corporate planning and quality of planning and reporting documents for the ministry. The Analyst also connects policy/mandate initiatives with other department or cross-government initiatives, facilitating the use of a common approach to planning and reporting and consistency across the ministry.

Recommendations of the Analyst can influence the design and implementation of ministry's planning and reporting products that affect stakeholders and Albertans. This position is expected to maintain a broad view of the ministry and its strategic priorities when providing information, analysis, and advice to ministry staff at many levels.

This position is delegated considerable independence to determine areas of focus, exercising judgment when assessing needs and priorities, researching, analyzing, and presenting information and recommendations to ministry decision-makers. Matters with potential for significant impact on business area operations, resource allocation, planning documents, or branch and division functions are referred to the manager, who is available for guidance when dealing with particularly sensitive issues or situations. The manager also reviews briefings and recommendations destined for the executive level to ensure assumptions are valid and ministry goals and objectives are appropriately reflected.

## Responsibilities

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

### 1. Support the planning and performance agenda for Forestry and Parks.

- Engage with department staff and stakeholders to identify an integrated and path forward to best leverage ministry and broader community resources.
- Engage with cross-divisional and cross-government colleagues to support evidence based, outcome focused practices within the department.
- Coordinate and lead the development of the ministry's business plan, annual report, operational plans, and enterprise risk management framework and risk register.
- Support preparation for ministry appearances at legislative committees, including Committee of Supply and Public Accounts committee.
- Work with Treasury Board and Finance to ensure the plan meets government standards and aligns with the government strategic plan and government priorities.
- Lead working groups to inform priority initiatives that affect multiple divisions and branches as required.
- Prepare documents and advice for executive team and senior management on planning and reporting issues impacting ministry clients.
- Foster an organizational culture that creates a sense of common purpose, leadership and ownership and inspires work towards achievement of organizational success.
- Identify and develop tools and supports that can be used towards the development of the ministry's reporting and planning products (e.g., templates, process documents, document libraries).

### 2. Provide advice and guidance on planning and reporting related initiatives alignment with the department's planning agenda within related government frameworks and priorities.

- Provide advice, process support, and coordination support to subject-matter-expert teams working on a specific corporate planning related initiative.
- Assist divisional teams as during the document drafting phase using a common approach and reflecting the integration of business planning across the department.

### 3. Prepare a variety of briefings and reports in accordance with government standards to provide advice and inform senior management of progress on priorities and support decision-making.

- Work with program areas and other ministries to develop and coordinate briefings, background documents,

correspondence, ensuring materials are accurate, comprehensive, and consistent.

- Analyze and review issues and related information to ensure senior division and ministry representatives have appropriate input and briefings to make strategic decisions and provide advice and recommendations to the Minister and senior ministry and government officials.

4. Represent the division on internal initiatives and the ministry on cross-ministry initiatives.

- Participate in cross-ministry planning and reporting projects to represent the ministry's approach.
- Identify linkages between cross-ministry and ministry initiatives.
- Share information across divisions to increase the capacity for integrated strategic planning initiatives.

5. Support the Planning and Performance leadership team in supporting the Unit to accomplish operational goals.

- Participate in Unit planning and reporting.
- Raise awareness to emerging issues that require senior or executive team attention.
- Build and maintain strong working relationships across the department to foster a proactive perspective to corporate alignment of planning and reporting initiatives.
- Work collaboratively with team members.
- Provide regular status updates to the Manager in relation to advancing the planning and reporting agenda.

## Problem Solving

Typical problems solved:

This position strengthens a common, department-wide approach to the development and review of planning and reporting activities in alignment with corporate planning standards and priorities by providing advice, expertise, and support to subject matter experts working on various initiatives across the ministry.

This position is assigned initiatives based on the ministry's priorities, which means working with many teams. Each initiative has its own subject matter experts, timelines, challenges, relationships, and deliverables, all of which must be monitored to ensure that appropriate supports and advice are provided to foster quality reporting and evaluation methods and alignment to broader ministry priorities. Within each initiative there will be a variety of needs to address (e.g., coordination of legislative supports, stakeholder engagement, research, review), depending on the phase of the initiative and capacity and capability of the team. This position helps the ministry to consider current and longer-term impacts.

The position provides comprehensive services, including research, analysis, consultation, and project management to enhance the core processes of the business planning cycle, and there is an expectation that all information and associated analysis provided is substantiated, comprehensive, and reliable. There is a need for proper political acumen, understanding of audience, focus, and attention to detail. There may be times when staff providing information require support, such as more time to submit, additional information, or training.

Types of guidance available for problem solving:

The types of guidance available for day-to-day job duties include:

- Applicable government and ministry legislation, regulation, policies, standards, directives and procedures, such as:
  - *Sustainable Fiscal Planning and Reporting Act* and the *Auditor General Act*;
  - Business Plan and Annual Report Standards (Treasury Board and Finance); and
  - Department and GoA strategic and operational planning and reporting processes and frameworks.
- Templates for completing documents.
- Historical records that provide previous research, examples and best practices.
- Regular conversations with the Manager, Director, and other departmental experts with subject matter expertise.
- Typically, assignments require the application of theoretical knowledge and extensive experience to

identify the problem or issue and develop innovative and creative solutions. The outcome is not always known.

- Strategic direction is obtained from the Director, Executive Director and other senior leadership within the divisions and ministry.

Technical and professional techniques and processes may also be available, for example:

- Canadian Evaluation Society program evaluation standards;
- Performance management and evaluation approaches, tools and theories; and
- Project management, change management and process management theory and practices.

Direct or indirect impacts of decisions:

- This position reviews and recommends approval of key products and services delivered by the branch related to business planning and reporting, including performance measurement to ensure that standards, policy, procedures, processes were met, and the judgment exercised was reasonable and based on strong rationale. Significant resource and cost implications as well as changes to ministry business processes, ongoing work, initiatives and control activities could occur due to results of this work. This position also ensures that products and services delivered by the branch will pass an audit/review by the Office of the Auditor General.
- Flexibility and adaptability are required to adjust and respond to the needs of each division in a timely manner. The analyst proactively identifies issues that have implications for the ministry, and collaborates to respond to issues in a way that addresses the broader agenda for the ministry. These issues can be multi-faceted, complex, and sensitive, with differing perspectives for resolution.
- Inaccurate reporting could have consequences on future programs and services offered to stakeholders (program closures, funding/grant delays, inefficient service delivery, or inaccurate/misleading information) impacting the ministry's and or GoA's credibility.
- Incomplete or poorly designed business, operational, and strategic goals/plans would impact service delivery, impact in meeting program demands and impact the delivery of mandated or legislative requirements (annual reports, business plans).
- Lack of collaboration and information sharing could translate directly into producing disjointed or incomplete information impacting decision-making, which has a negative impact on service delivery, human or financial resources.
- Lack of establishing and maintaining effective working relationships with a wide variety of colleagues and stakeholders would limit opportunities for alignment of work and cause misinformed decision making.
- Stakeholders and colleagues may lose confidence in the ministry's ability to deliver services.

## Key Relationships

Major stakeholders and purpose of interactions:

Director, Planning and Performance - provide updates and raise awareness to emerging issues; receive direction;

Subject matter experts across divisions (e.g. Directors, Managers or professional staff) - provide advice and guidance the strategic planning and evaluation process to strengthen alignment of processes and deliverables to ministry priorities and frameworks; facilitate the adoption of common approaches to development processes across initiatives; link planning initiatives; provide training.

Executive Team - provide briefings and recommendations to support decision making, request approval on annual and project deliverables and provide status updates throughout the year.

Cross-ministry teams - represent the ministry's relevant policy perspective; coordinate responses to policy conflicts or other emerging issues where subject matter expertise is required.

Ministry Stakeholders - Engage relevant stakeholders to inform strategic planning direction and gather necessary feedback and input to inform key documents and deliverables.

## Required Education, Experience and Technical Competencies

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

If other, specify:

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

Minimum of a University degree and four years' experience in a related field (e.g., political science or the social sciences.) Equivalencies will be considered. Post-graduate education is an asset.

### Knowledge

- Strong knowledge of corporate planning development, government structure, operations and decision-making processes.
- A strong understanding of complex, multi-stakeholder policy and program development priorities of the ministry.
- Working knowledge of the department's priorities.
- Sound knowledge of the ministry stakeholders and their relationships with the ministry.
- Sound knowledge of government processes, decision making processes and political acumen.
- Knowledge of approaches for training and coaching.
- Knowledge of project management methods.

### Skills and Abilities

- Apply and practice critical thinking to make sound conclusions or informed choices.
- Adaptability and flexibility to adjust priorities and schedules for self as needed to meet the needs of each initiative.
- An ability to effectively employ consulting/consensus building techniques.
- Well-developed project management skills.
- Ability to facilitate problem solving and decision-making with diverse groups.
- Ability to develop effective relationships within and across the department.
- Excellent interpersonal and communication skills, including:
  - Clear and concise writing ability.
  - Strong listening skills.
  - Excellent public speaking and presentation skills.
- Strong understanding of the needs of executive level decision-makers related to policy development.

## Behavioral Competencies

Pick 4-5 representative behavioral competencies and their level.

Competency	Level					Level Definition	Examples of how this level best represents the job
	A	B	C	D	E		
Drive for Results	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Takes and delegates responsibility for outcomes: • Uses variety of	Works with program areas to deliver high-quality products for Albertans within defined timelines



		<p>resources to monitor own performance standards</p> <ul style="list-style-type: none"> <li>• Acknowledges even indirect responsibility</li> <li>• Commits to what is good for Albertans even if not immediately accepted</li> <li>• Reaches goals consistent with APS direction</li> </ul>	<p>and standards.</p> <p>Supports team members to ensure that goals and objectives are collectively achieved.</p> <p>Knows what outcomes are important and maximizes resources to achieve results that are aligned with the goals of the organizations, while maintaining accountability.</p>
Agility	○ ○ ● ○ ○	<p>Identifies and manages required change and the associated risks:</p> <ul style="list-style-type: none"> <li>• Identifies alternative approaches and supports others to do the same</li> <li>• Proactively explains impact of changes</li> <li>• Anticipates and mitigates emotions of others</li> <li>• Anticipates obstacles and stays focused on goals</li> <li>• Makes decisions and takes action in uncertain situations and creates a backup plan</li> </ul>	<p>Able to pivot and manage workload due to changes in priorities and timelines, maintain resiliency, and work effectively in times of uncertainty.</p> <p>Takes initiative, adapts to unforeseen circumstances, and display a positive attitude toward the work and teammates.</p> <p>Proactively seeks opportunities for improvements by implementing creative and efficient changes to processes.</p> <p>Able to anticipate obstacles to change, plans next steps and stays focused on goals even in stressful situations.</p>
Build Collaborative Environments	○ ○ ● ○ ○	<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>Works collaboratively with internal stakeholders to coordinate seamlessly to complete initiatives, develop solutions and achieve shared objectives.</p>
Creative Problem Solving	○ ● ○ ○ ○	<p>Focuses on continuous improvement and</p>	<p>Demonstrates and encourages innovative</p>

		<p>increasing breadth of insight:</p> <ul style="list-style-type: none"> <li>• Asks questions to understand a problem</li> <li>• Looks for new ways to improve results and activities</li> <li>• Explores different work methods and what made projects successful; shares learning</li> <li>• Collects breadth of data and perspectives to make choices</li> </ul>	<p>thinking to find unique solutions to challenges.</p>
Systems Thinking	○ ○ ● ○ ○	<p>Takes a long-term view towards organization's objectives and how to achieve them:</p> <ul style="list-style-type: none"> <li>• Takes holistic long-term view of challenges and opportunities</li> <li>• Anticipates outcomes and potential impacts, seeks stakeholder perspectives</li> <li>• Works towards actions and plans aligned with APS values</li> <li>• Works with others to identify areas for collaboration</li> </ul>	<p>Able to connect the big picture and apply a broad view to deliver on department's deliverables and priorities. This is particularly important in developing documents such as the strategic and business plans, where knowledge of how the outcomes, objectives, actions, challenges and opportunities intersect is valuable.</p> <p>Demonstrates the ability to foresee long-term risks, extrapolate information from various sources and reports, and distill information from multiple and diverse sources into realistic opportunities to overcome challenges in achieving long-term goals. Can successfully support the manager to achieve objectives, overcome challenges and identify opportunities to strengthen future projects by implementing long-term, measurable change management solutions.</p>
Develop Networks	○ ○ ● ○ ○	<p>Leverages relationships to build input and perspective:</p> <ul style="list-style-type: none"> <li>• Looks broadly to engage stakeholders</li> <li>• Open to perspectives towards long-term goals</li> <li>• Actively seeks input</li> </ul>	<p>Can see the benefits of established relationships and the potential to form new ones to realize and achieve outcomes.</p> <p>Works with divisions to deliver high-quality products for Albertans</p>

		into change initiatives • Maintains stakeholder relationships	within defined timelines and standards. Proactively builds networks, establishes credibility and builds trust with different stakeholders. Seeks to understand the perspectives in collaborating with stakeholders and, utilizes network to articulate and achieve departmental outcomes.
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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.

_____ 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