

## New

Ministry

Public Safety and Emergency Services

### Describe: Basic Job Details

#### Position

Position ID

Position Name (200 character maximum)

Director, IAPS Operational Planning

Requested 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

PSD/IAPS

☐ Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

Executive Director, IAPS

Supervisor's Current Class

Executive Manager 1

### Design: Identify Job Duties and Value

#### Job Purpose and Organizational Context

Why the job exists:

The *Public Safety Statutes Amendment Act, 2024* (the Act) received royal assent in May 2024. The Act is designed to enhance public safety by enabling the creation of a new independent agency police service (IAPS). The agency will assume functions currently carried out by the Alberta Sheriffs, who have increasingly taken on complex, police-like roles. Transitioning these functions to a police service under the *Police Act* will enhance civilian oversight, transparency, and accountability.

The IAPS implementation team is established on a temporary basis to implement, in collaboration with the IAPS Chief, the amendments to the Act and develop this new provincial corporation, including organizational structure, funding, policy, engagement, governance and resource allocation, among others.

Establishing the IAPS is a novel, highly complex and high-profile undertaking. The IAPS will need to seamlessly integrate into the Alberta policing landscape, while maintaining the current, critical services the Alberta Sheriff's provide.

## Responsibilities

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

1. **Ensure leadership and strategic support in the assessment, development, coordination and delivery of an organizational structure for the IAPS.**
  - a. Provide leadership in the assessment, development, coordination and delivery of an organizational structure for the IAPS, to deliver the human resource requirements and system flows that deliver efficiencies and effectiveness of the achievement of the IAPS mandate.
  - b. Lead and oversee the design, development, and establishment of a new provincial corporation staffing and program model.
  - c. Oversee/assist with the design and development of job descriptions, recruitment plans, appointments, and onboarding of new IAPS staff.
  - d. Effectively use cross-agency and/or cross-function working groups as required.
  - e. Provide leadership in the identification, analysis and formulation of operating procedures and task allocation within the new IAPS.
  - f. Undertake analysis and developing recommendations to increase consistency and enhance alignment and integration where possible.
  - g. Ensure clear and appropriate articulation of organizational design recommendations through various tools and processes to support timely government decisions.
  - h. Prepare briefing and decision materials for Assistant Deputy Minister, Deputy Minister, Minister, DMHRIC, and Cabinet consideration (all as required) in order to codify the organizational design in regulation, standards, or operational policy.
2. **Establish, schedule, and coordinate a strategic and corporate planning framework for the IAPS.**
  - a. Lead discussions with Ministry and Police executive leadership, IAPS Oversight Board, divisional management, and stakeholders to identify the IAPS vision, goals, and strategies. Identify leading edge practices, interdependent relationships, and leverage points for implementation of systemic, longer-term strategic solutions to achieve preferred future vision and goals.
  - b. Oversee and/or support the development of a strategic plan for implementation of the IAPS, providing a clear roadmap of what the agency will achieve. This includes determining the agency's position (strategic issues, data analysis, client insights, employee input), developing the strategy (approaches, objectives, forecast), building the plan (organizational goals, KPIs, team goals, budget alignment), and managing performance (communication strategy, calendar, progress reviews, updates).
  - c. Consolidate key initiatives and actions from the unique business streams into a cohesive operational plan for the IAPS determine quarterly goals, and establish regular reporting mechanisms. Incorporate relevant aspects into the Ministry's three-year business plan. Determine the financial consequences of the initiatives, facilitate resource allocation decisions together with the Executive Director, and provide input to the preparation of related budgets. This includes preparing contingency plans to adapt to changing future environments.
  - d. Guide the development and monitoring of performance measures and incorporate into the operational and strategic plans.

- e. Establish, maintain, and evaluate the reach/effectiveness of public reporting on key performance and transparency indicators of the IAPS.
3. **Provide guidance and direction to program advisors, subject matter experts, professionals and technical staff across the applicable areas of government.**
  - a. Share learnings regarding the ministry and cross-ministry programs, policy, procedures, and regulatory structures that affect the development of the IAPS.
  - b. Share research relative to best practices in work specialization, departmentalization, centralization, span of control, and chain of command in the organization's design.
  - c. Share information regarding trends, societal changes, pressures and issues regarding IAPS's priorities.
  - d. Solicit reaction to proposals from cross-government perspectives in order to ensure structural design implications are well understood and articulated.
  - e. Collaborate with internal and external partners to seek input and advice into the organizational development of the IAPS (e.g., Oversight Board, program areas, police services, legal services, governance, etc.).
  - f. Develop collaborative partnerships across the department, other departments and external stakeholders (e.g., federal, municipal, Indigenous partners) to coordinate implementation of the IAPS and in support of government decision making concerning the IAPS.
4. **Lead the acquisition of operational and business supports, and coordinate procurement of necessary goods and services to launch the IAPS.**
  - a. Collaborate with the Financial Services Division to lead the acquisition of operational and business supports, and coordinate procurement of necessary goods and services to launch the IAPS.
  - b. Oversee activities related to worksite selection, accommodations, information technology requirements, records management, and procurement of equipment and vehicles.
  - c. Ensure strategic investments are approved and goods are in place for timely start-up of the agency in accordance with GOA policies and standards.
  - d. Establish and maintain extensive and effective internal (GOA) and external (police service) multi-level relationships for the purpose of navigating GOA internal processes and ministry business services. This will ensure appropriate and prudent cost investments to deliver IT, accommodations, and equipment solutions (Technology & Innovation, Service Alberta, Infrastructure, etc.).
  - e. Direct, manage and oversee any external advisory committees or contracted resources as required.
  - f. Ensure processes for planning information technology investments are aligned to business priorities and established policies and practices within the GoA, when and if required.
  - g. Raise issues, present solutions, and provide regular reports to the Oversight Board, Alberta Association of Chiefs of Police (AACP), Alberta Agency of Police Governance (AAPG), Executive Director, ADM, DM and Minister (among others) on organizational design efforts, with the aim of ensuring that proposed operations reflect partner expectations.
5. **Direct briefings and advice to inform executive decision-making and development of the IAPS.**
  - a. Support overall IAPS success by effectively managing, addressing and responding to priorities through prudent matrix management.

- b. Act as a key member of the IAPS Implementation Leadership Team by providing ongoing strategic advice and recommendations to the IAPS Chief, Oversight Board, Executive Director, ADM, DM and Minister in relation to law enforcement agency discussions, identification and resolution of issues and risks, resource planning, etc.
  - c. As it relates to the organizational development portfolio, lead strategic planning, operational planning, and project management processes within the IAPS to ensure appropriate prioritization, resourcing, and alignment of activities.
  - d. Direct the development and implementation of reporting and information-sharing mechanisms to ensure cross-government accountability and awareness.
  - e. Identify and provide strategic advice related to emerging risks, dependencies, and resource requirements.
  - f. Provide cross-coverage for areas of emergent priority in the policy and regulatory development portfolio or Executive Director as required.
6. **Unit operations are planned, directed and evaluated to deliver the unit's mandate and in support of the ministry's strategic and business plans, and government priorities.**
- a. Foster a positive working environment that supports effective collaboration, high performance, and appropriate staff development.
  - b. Provide advice and guidance to professional staff, outline expected standards and results, coach staff to further develop their knowledge and skills, manage team performance.
  - c. Design roles and onboard staff as required, including expanding team membership from the originally designed implementation branch structure.
  - d. Maintain alignment with ministry and government frameworks and guides in all unit activities.
  - e. Direct management and professional staff in the design, development and implementation of the assessment, development, coordination and delivery of an organizational structure for the IAPS.
  - f. Define and establish roles and responsibilities required for management and professional staff and clearly communicate strategic goals, objectives and vision.
  - g. Complete and oversee performance reviews and provide and promote key learning and experiential opportunities for ongoing professional development of staff and managers.
  - h. Provide guidance, mentorship and advice to managers in the leadership of their teams.
  - i. Develop, implement and continually enhance human resource planning strategies, including staff development and succession planning, to meet current and anticipated human resource requirements and establish a team environment for motivated and knowledge staff members.
  - j. Engage staff and managers, and promote a culture that encourages feedback, embraces innovation and fosters mutual respect.
  - k. Encourage staff and managers to maintain positive working relationships with diverse stakeholders to develop and deliver the best solutions within established timelines.
  - l. Account for unit financial and human resources.
  - m. Foster a culture of holistic and strategic thinking about unit functions and how they impact current and future ministry priorities and operations.
  - n. Manage branch human resources (i.e., recruitment of team members, development of performance agreements and learning plans, performance management, and ongoing allocation and

management of workload).

## Problem Solving

Typical problems solved:

The Director provides forward thinking leadership in the organizational design and strategy development of the IAPS in accordance with legislation and in alignment with government priorities. The Director applies a strategic lens and innovative analytical techniques and decisions for the solution of complex and unique problems and operational situations, and innovative and imaginative solutions to problems with multiple stakeholders.

The Director is challenged with achieving desired outcomes in accordance with legislation, policies and available resources while managing the potentially competing interests of multiple stakeholders such as police services, municipalities and special interest groups. The highly sensitive nature of the work requires sound judgment based on gathering information from subject matter experts and requires creativity and flexibility in solution driven approaches.

The Director demonstrates a strong sense of vision of current and future needs of the IAPS, and anticipates and acts within a changing environment. The Director implements an equitable resource allocation and management framework that enables the development of the IAPS.

The Director works within an increasingly complex environment, balancing the needs and requirements at various levels of the organization. Many of the problems demand innovative solutions and require working in an agile manner to change requirements quicker than through traditional methodologies.

The position works within a variety of regulations, standards, and police service operational policies that govern policing, as well as GOA human resource, IT, and procurement policies. Within this framework and under the leadership of the Executive Director, the position oversees the design and novel interpretation of how to operationalize these rules for the IAPS, and contributes to the development of strategies, initiatives, and programs that support the implementation of the new provincial corporation.

Types of guidance available for problem solving:

There are few established precedents available to guide efforts, with this position continually providing leadership for the organizational development and implementation of the IAPS. The Director requires the ability to identify fundamental questions related to various policy initiatives and how they impact the broader environment and strategic agenda of the government. The Director draws on and analyzes information from a variety of sources and perspectives to formulate positions on behalf of the IAPS implementation team. This information is then conveyed and synthesized for senior and executive level management from across the department and government.

Successful problem solving occurs via application of a depth and breadth of subject-matter expertise, strong political acumen, and expert judgment in making quick decisions about priorities and strategy. When solving problems, the Director considers opportunities, risks, and potential impacts, within the context of government direction, legislation, policies and procedures to achieve the objective in the most efficient and effective manner. A network of contacts across the department, other ministries, police services and other jurisdictions, contribute to assessing opportunities and risks. Past precedents and practices, professional experience, knowledge of government operations and broader direction provided by Executive Director are sources of guidance.

Problem solving involves creative thinking, seeking clarity and engaging different perspectives in seeking out root causes and other problems and issues that may be related to the issue being discussed. The Director synthesizes and evaluates multiple inputs to produce innovative and agile options, insights, and recommendations, and successfully communicates recommendations to ministry executive, staff and stakeholders.

The position must apply sound judgment in evaluating risk to ensure that strategies and tactics used to develop the provincial corporation are effective but not an unnecessary burden on the organization. Government policy, best practices or solutions implemented in other provinces or ministries may be of some assistance, however, these must be considered in the context of the organizational environment (e.g., executives' risk tolerance, availability of staffing resources, etc.).

Direct or indirect impacts of decisions:

This position is responsible for the implementation of a new provincial corporation which will operationalize functions currently the responsibility of the Alberta Sheriff's Branch within a new police service, in addition to the

implementation of other amendments to the Act. This is highly complex and high profile project that, in its structure as a provincial corporation, will be a “first” for Canada. It will also be part of designing how the IAPS integrates with other police services (First Nations, RCMP, municipal), in addition to addressing the expectations of stakeholders and partner other agencies. Consequently, the impact of this position’s decisions will affect all Albertans who interact with police services, the Sheriffs and other government employees who provide these services currently, etc.

## Key Relationships

Major stakeholders and purpose of interactions:

### External

- Police services and organizations (Municipal police services, First Nations police services, Royal Canadian Mounted Police and police associations, ALERT): work collaboratively with external partners and organizations to identify issues, mitigation strategies and potential solutions.
- Municipal governments: Liaise to understand issues and concerns, convey information about the IAPS, and seek advice on select issues or topics.
- First Nations: Liaise to understand issues and concerns, convey information about the IAPS, and seek advice on select issues or topics, and seek to understand the perspective of First Nations as it relates to the development of the Police IAPS.
- Alberta Union of Provincial Employees: Share information about the development and design of the human resource structure of the IAPS.
- Special Forces Pension Plan.

### Internal

- Direct reports: provide direction and coaching to support professional development, integrate team planning and reporting to the unit level, guide complex issue resolution.
- Executive Director and Assistant Deputy Minister: provide comprehensive and integrated advice on the organizational development and implementation of the IAPS, track project progress, raise awareness of emerging issues that require executive involvement, and participate in branch planning and reporting.
- Cross-ministry partners (e.g., Public Service Commission, Infrastructure, Justice, Information and Technology, Service Alberta and Red Tape Reduction, Jobs, Economy and Trade, Communications and Public Engagement, etc.): share information, collaborate, and seek and share advice.
- The IAPS Oversight Board.
- The IAPS Corporate Board.

## Required Education, Experience and Technical Competencies

Education Level	Focus/Major	2nd Major/Minor if applicable	Designation
Master's Degree	Public Administration	Business	

If other, specify:

Criminology/Criminal Justice/Project Management/Organizational design

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

### Education and Experience

- This position requires a related degree with a focus on public administration, along with significant experience in program development and design, including experience with the Police Act and other relevant legislation.
- Experience with managing large program changes and/or operational innovation.
- Experience preparing executive decision materials and familiarity with GoA business/HR/procurement processes is essential.
- Training in project management and organizational design is desired, including developing and implementing project plans and assigning accountabilities.
- Experience developing successful working relationships across a wide array of stakeholders.

- Knowledge of police standards and procedures.
- Experience working in a law enforcement environment.

#### Technical Competencies, certification and/or training

- High level of competence in project management principles and application.
- Expert level of understanding of the relevant legislation and regulations (e.g., Police Act).
- Demonstrated high level of strategic thinking and planning skills, including ability to develop, synthesize, articulate, and interpret information obtained from varied sources.
- High degree of political acumen and awareness of the political sensitivity of police issues to read and navigate sensitive situations and to navigate government's decision-making processes.
- Demonstrated interpersonal and consulting skills, including ability to establish and maintain effective working relationships with senior representatives across government, sector, and department staff.
- Proven negotiation and facilitation skills to work with stakeholders with varied requirements and agendas, and resolve conflicts.
- Professional judgment and decision-making skills along with conceptual and critical thinking skills to monitor and evaluate systems and processes and work toward continuous improvement.
- Effective strategic planning, project planning, business management, and evaluation skills.
- Excellent presentation skills to tailor content to different audiences.
- Exceptional verbal and written communication skills and application of different strategies to work with different audiences.
- Creativity to foster innovation and guide staff through transformation and change.
- Ability to lead through influence and motivate action that reflects the needs and perspectives of the IAPS implementation team.
- Human and financial resource management approaches and GOA requirements to effectively lead the unit.
- Able to provide accurate status of issues and to provide advice on prioritization and next steps.
- Leadership skills to influence the performance of staff and to effectively manage up and across into other areas of government.
- Ability to manage change positively and proactively.

#### 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: <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>	Evaluates broad reaching impacts within the context of the short, medium, and long-term. Uses this knowledge to inform progress.
Creative Problem Solving	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Works in open teams to share ideas and process issues: <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</li> </ul>	



		together to solve issues • Identifies new solutions for the organization	
Agility	○ ○ ○ ● ○	Proactively incorporates change into processes: • Creates opportunities for improvement • Is aware of and adapts to changing priorities • Remains objective under pressure and supports others to manage their emotions • Proactively explains impact of change on roles, and integrates change in existing work • Readily adapts plans and practices	Proactively articulates and creates momentum for organizational change. Takes the lead by anticipating change and shifting work to ensure that change is successful. Maintains operational business plans that align with broader department and government priorities to focus efforts on key goals.
Drive for Results	○ ○ ○ ● ○	Works to remove barriers to outcomes, sticking to principles: • Forecasts and proactively addresses project challenges • Removes barriers to collaboration and achievement of outcomes • Upholds principles and confronts problems directly • Considers complex factors and aligns solutions with broader organization mission	Defines the mission of the work to create action plans to ensure government business goals are achieved. Ensures that plans are integrated with other initiatives and take a longer-term focus on outcome
Develop Networks	○ ○ ○ ● ○	Makes working with a wide range of parties an imperative: • Creates impactful relationships with the right people • Ensures needs of varying groups are represented • Goes beyond to meet stakeholder needs • Ensures all needs are heard and understood	Quickly establishes credibility and initiates relationships with a broad range of people in unfamiliar environments. Identifies common purpose and sets a path for ongoing connections. Nurtures relationships to build trust. Seeks and leverages internal and external relationships to ensure the perspectives and needs of program delivery are reflected to influence increased accountability and program integrity.



Build Collaborative Environments	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Involves a wide group of stakeholders when working on outcomes: <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>	Creates a conflict-resolving environment by anticipating and addressing areas where potential misunderstanding and conflict could emerge and addressing systemic issues. Seeks and builds networks for effective collaboration and utilization of resources across the department; works to integrate and amalgamate program operations and business processes where possible.
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## Benchmarks

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

- M420-22 Director, Highway Planning and Design
- M420-53 Director, Financial and Administrative Operations
- M420-04 Director, International Logistics

## 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 Signature

Supervisor / Manager Name

Date yyyy-mm-dd

Supervisor / Manager Signature





Director / Executive Director 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