

## New

Ministry

### Describe: Basic Job Details

**Position**

Position ID

Position Name (30 characters)

Requested Class

Job Focus

Supervisory Level

Agency (ministry) code

Cost Centre

Program Code: (enter if required)

**Employee**

Employee Name (or Vacant)

**Organizational Structure**

Division, Branch/Unit

 Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

Supervisor's Current Class

### Design: Identify Job Duties and Value

**Job Purpose and Organizational Context**

Why the job exists:

The Policy Development unit of Advanced Education plays a key role in establishing and implementing the department's policy agenda. Unit staff work with colleagues from across the department and government to determine strategic policy priorities, seek policy approvals within the department and from Cabinet, and facilitate implementation of policy decisions. Members of the unit regularly brief senior decision-makers such as Executive Team, the Deputy Minister, and the Minister in leading strategic and program policy development for the department, including development of policy frameworks and system strategic direction. This includes leading all aspects of the policy development cycle (working closely with colleagues, particularly program staff), undertaking policy research, identifying potential policy solutions and facilitating implementation. The Policy Development unit leads the development of policy products for Cabinet and Cabinet Committee review, and leads the development of public policy statements and documents.

The Policy Development unit has two sub-units each with unique focus areas: the Apprenticeship, Student Aid and Foundational Learning Policy sub-unit and the Post-secondary Policy sub-unit. Reporting to the Manager of Post-secondary Policy, the Senior Policy Analyst is responsible for contributing, and providing some leadership, to the policy development process, including issues identification, research and analysis, consultation/engagement, options development, decision making, implementation, and evaluation. The Senior Policy Analyst will lead and contribute to policy teams; represent the department on cross-ministry

policy committees; prepare and provide input to papers and briefings; identify issues and potential policy responses; contribute to stakeholder engagement; provide perspective and alignment with strategic priorities on a wide array of issues; support the policy activities of other units in the department, support the development of frameworks; provide strategic advice to the Minister and other senior leaders; and advise on legislative issues. This position also provides mentorship to lower level classifications on the team.

It is necessary for the position to take into consideration complex programs, funding approaches, research, societal issues, and political and stakeholder sensitivities, and ensure alignment with government priorities, established policies and legislation, and environmental factors. The impact of the scope of the job is broad, impacting the adult learning system in Alberta and the province's broader agenda.

This position functions within the parameters of applicable government and department legislation, regulations, policies, directives, and procedures.

## Responsibilities

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

1. Provide support to senior decision makers, including the Minister, throughout the policy development process to ensure policies and associated programs align with government and department strategic goals, directions, and established policies and legislation; reflect stakeholder requirements; and address issues and trends pertaining to the adult learning system.

### Activities

- Coordinate, support, and provide leadership, when required, using a systems-thinking approach, throughout the entire policy development process, including:
  - o Issues identification - through environmental scanning, and identification of effects of other policy decisions within the department and across government;
  - o Research and analysis - conduct research, and coordinate with other branches in the department and across government to inform policy development, and explain issues identified in order to clearly articulate the essential issues to be addressed;
  - o Engagement - work with colleagues in the department to facilitate stakeholder engagement to help build policy options;
  - o Options development - develop documents that frame issues within the policy and political context to identify options for addressing issues, based on research and a broad understanding of government and department priorities and goals;
  - o Decision making - assist with and develop appropriate materials (briefing notes, business cases, position papers, Memoranda to Cabinet, etc.) for senior department officials to identify potential issues, options, advice, and recommendations as part of the process of informing strategic decision making and planning;
  - o Implementation - collaborate and consult with department colleagues, stakeholders, and other departments concerning the implementation of strategic policy frameworks, both during the development of options, and implementation, in order to inform the strategies developed as well as ensure implementation is in line with the policy direction; and
  - o Evaluation and performance measurement - identify and develop assessment mechanisms to determine whether policies achieve the intended outcomes, working with other representatives in the department when required to develop or refine performance measures.
- Deliver presentations to external and internal groups to support policy development, issues identification, and policy implementation and determining impacts.
- Participate on policy teams and/or committees within the department to support policy coordination and implementation.
- Support other units in the department with respect to the implementation of operational and program policies.
- Lead collaborations with AE staff from Governance, Legal Services, Legislative Services to develop key policy deliverables (including draft policies, and approval documents) and legislative/regulatory amendments, collaborating with other divisions/program areas as needed.

2. Provide key support, and leadership when required, to strategic, priority policy initiatives and projects

that contribute to the advancement of Alberta's adult learning system.

#### Activities

- Participate on, and sometimes lead, strategic policy committees, teams and working groups associated with the department's adult learning system.
- Support other units in delivering on key policy priorities.
- Consult with other department officials, other government departments, and external stakeholders on policy changes.
- Provide the Minister, senior decision makers and officials within the department with timely, relevant and accurate information on policy issues, including perspective and information for possible statutory/regulatory changes.
- Lead and support in the development of discussion papers, decision-making documents, issue briefings, consultation documents and other policy documents, which includes framing the policy and legislative issues within the context of department and government priorities.

3. Work closely with members of other units in the department and with other departments to support the development of Alberta's adult learning system to achieve the strategic objectives outlined for it under department direction-setting documents.

#### Activities

- Identify, analyze and provide advice on emerging trends, key policy issues, program opportunities, and adult learning developments in other jurisdictions and countries.
- Develop recommendations and strategic options related to adult learning policy for consideration by senior departmental officials, based on research, evidence and best practices.
- Apply a strategic policy perspective to identify issues and help develop recommendations for the development and/or amendment of legislation and regulations to achieve the objectives for the adult learning system.
- Provide consultation/engagement advice, and analytical support to enhance stakeholder engagement projects.

4. Support the Executive Director, Director, and Manager in achieving the mandate and goals of the Policy Development and Coordination Branch and help with supervision of policy analyst staff.

#### Activities

- Provide input, perspective, and recommendations relating to issues, opportunities, challenges, and options associated with branch work.
- Develop briefings and other documents in response to requests from the Minister, Deputy Minister and Executive Team, as well as to bring issues identified within the branch to the attention of those senior decision-makers.
- Develop key messages, briefings and other materials on behalf of the branch to support the Minister during sittings of the Legislative Assembly.
- Participate in, and occasionally lead, departmental committees, cross-functional teams, and working groups, providing branch perspectives and expertise to ensure thoroughness and consistency in policy and program development.
- Collaborate with branch and department staff to ensure coordination and integration of activities, and promote collaboration within the branch and department and with system stakeholders.
- Establish and maintain relationships with department and cross-government representatives and stakeholders.
- Develop recommendations to support continual improvement of branch functions and maintain awareness of associated processes, tools, and best practices that can be tailored to meet branch requirements.
- Remain current and informed as to department issues, pro-actively recommending review and evaluation of policies and programs; and develop related options, strategies, and recommendations, in consultation with department representatives, by providing perspective and ensuring a coordinated approach that considers linkages across policies.
- Supervision and mentorship of policy analyst staff including ongoing allocation and management of

workload and where needed, recruitment of team members, development of performance agreements and learning plans, and performance management, etc.)

## Problem Solving

Typical problems solved:

The Senior Policy Analyst is called upon to solve a number of problems in the process of supporting policy development for the department.

There are often few established precedents available to guide efforts, with this position continually providing support to the Manager for the development and enhancement of the province's adult learning system. This includes providing the Manager and senior department and government officials with advice and support relating to strategies, policies, legislation and approaches that affect the system. To accomplish this, a wide variety of skills are required including strong strategic problem solving, consultation, collaboration and prioritization skills.

The position requires the ability to identify the fundamental questions related to various policy initiatives and how they relate to similar questions in similar initiatives and to the broader strategic intent expressed by government. The position must have the ability to draw on and analyze information from a variety of sources and perspectives to help formulate positions on behalf of the department. This position is then required to assist the Manager in conveying information and advice to a broad audience including senior and executive level management from across the department and government.

Challenging situations typically handled by Senior Policy Analyst include:

- Working with colleagues from all divisions in the department, and colleagues from other departments, in the development of policy;
- Managing development of research and analysis activities to support long-term decision making;
- Establishing solutions and/or recommended options to senior department representatives and officials for emerging issues and policies for the adult learning system;
- Helping to ensure policy directions consider and integrate stakeholder input, department direction, political and fiscal realities, and operational feasibility, to arrive at options that reflect government direction for adult learning; and
- Identifying opportunities for improved outcomes in the department.

Types of guidance available for problem solving:

The Senior Policy Analyst functions within the context of established statutes, policies, directives, and guidelines developed by Cabinet and Alberta Treasury Board and Finance, as well as the Minister and Deputy Minister. Key statutes and policies that set parameters and expectations for the work of the Senior Policy Analyst include the Financial Administration Act, Government Organization Act, Public Service Act, Freedom of Information and Protection of Privacy Act, and various departmental statutes and regulations. These acts, policies and directives provide the mandate for the major outcomes expected of the Policy Development unit. The Executive Director and Director determine work unit goals, objectives, and priorities; the Manager assigns all responsibilities and projects to the Senior Policy Analyst and is available for consultation and guidance.

Direct or indirect impacts of decisions:

Long-term strategic direction and key priorities for the Senior Policy Analyst's unit are determined by the Executive Team and other senior department and government officials, with relevant legislation, regulations, policies and frameworks providing the broad parameters within which to operate. As a member of the Policy Development unit, the Senior Policy Analyst is responsible for supporting the Manager in achieving relevant outcomes and helping define strategic direction. The work carried out by this position is complex and affected significantly by political decisions and priorities established in government's strategic plans and the department business plan.

The adult learning system is evolving and dynamic, with departmental policies directly impacting a broad and diverse population. Department programs are subject to strong societal and economic influences, with strategic decisions affecting economic recovery, the supply of a trained workforce and the availability of

resources for key social and economic programs and recovery.

The Senior Policy Analyst is relied upon to help identify the impact of policies and proposals on the department and adult learning system, as well as provide the Manager, Director, Executive Director, Assistant Deputy Minister, and senior department representatives with strategic information having the potential to directly affect government policy and service delivery. The actions taken and recommendations made by this position have potential for considerable influence on critical decisions for adult learning policy and program directions. Ultimately, these decisions have potential for significant impact on departmental representatives, stakeholders, and partners in terms of policies and the allocation of resources and financial commitments.

### Key Relationships

Major stakeholders and purpose of interactions:

The Senior Policy Analyst requires excellent interpersonal skills to establish and maintain effective relationships with a wide variety of department and government representatives, and external stakeholders with interests in adult learning policies, issues, and programs. Issues dealt with are often sensitive and/or controversial, with the Senior Policy Analyst often called on to balance and reconcile differing and often competing interests while demonstrating responsiveness, flexibility, and adaptability. Cooperation, collaboration, and teamwork are emphasized when achieving results.

#### Internal

The Senior Policy Analyst has regular contact with:

- Colleagues in the Policy Development unit, and throughout the Policy Development and Coordination branch, to deliver on key branch priorities;
- Department representatives, including Managers, Directors, and Executive Directors, to provide analysis, recommendations and perspective to support the development, review, and evaluation of policies; provide consultation and advice on emerging issues; exchange information; and represent divisional interests and strategic perspectives;
- Representatives of other units, branches, divisions, and departments to provide and exchange information, collaborate on projects and initiatives, and address cross-ministry issues and concerns; and
- The Assistant Deputy Minister, Executive Team, and other senior decision makers, to share information related to emerging issues.

#### External

The Senior Policy Analyst has some intermittent contact with stakeholders (adult learning provider representatives, students, faculty, etc.) as part of the engagement mandate of the department which is a critical component of policy development, or in response to requests for information.

### Required Education, Experience and Technical Competencies

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

If other, specify:

Experience in an institution, government policy area, or related department program is an asset.

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

The Senior Policy Analyst requires comprehensive knowledge of the following:

- Government strategic priorities and policy directions as they relate to the department's mandate and initiatives;
- Government and department business plan goals, and strategic priorities and issues;
- Department programs, policies, legislation and regulations, culture, organizational structure, and functions of business areas;
- The adult learning system, including providers' roles and mandates, interests, accountability structures, and funding mechanisms;
- Alberta's socio-economic, political, and adult learning issues;
- Project planning and management techniques and principles;
- Legislative processes;

- Government decision-making processes;
- The client and stakeholder community impacted by the department's mandate and operations, including industry groups, relevant committees, advisory groups, and senior representatives; and
- Software tools used to carry out job responsibilities.

The Senior Policy Analyst requires strong and demonstrated:

- Systems thinking, analytical and research skills, and the ability to synthesize and interpret information from disparate sources;
- Conceptual, strategic, and critical thinking skills;
- The ability to recognize implications of emerging issues and creatively solve problems/develop options and recommendations for a response that is in support of business priorities and goals;
- Consultation/engagement and interpersonal skills and the ability to build collaborative environments;
- Organizational skills, including the ability to be agile, multi-task and prioritize multiple responsibilities to meet deadlines;
- Political sensitivity and professional judgment;
- Verbal and written communication skills; and
- Commitment to developing networks, client service, confidentiality, discretion, tact, and innovation.

The Senior Policy Analyst must be able to:

- Support and provide leadership when necessary on a wide array of tasks and projects related to policy development;
- Identify emerging trends, issues, and opportunities related to adult learning policies and programs;
- Identify and assess related implications of trends and policy changes, and provide perspective, advice, and recommendations pertaining to sensitive issues;
- Develop and maintain collaborative working relationships with internal and external stakeholders based on strong interpersonal and communication skills;
- Maintain a strategic department and government focus while delivering results at the operational level;
- Function independently as well as contribute effectively within a team environment; and
- Demonstrate initiative, professional judgement, and flexibility.

### 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 checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<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>	<ul style="list-style-type: none"> <li>-monitors socioeconomic and political environment to ensure broader trends are reflected in policy options</li> <li>-maintains focus on larger government and departmental objectives and integrates those into all policy products</li> </ul>
Develop Networks	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<p>Works on maintaining close relations with all stakeholders:</p> <ul style="list-style-type: none"> <li>• Identifies key</li> </ul>	<ul style="list-style-type: none"> <li>-works with colleagues from across the department to facilitate drafting of policy options</li> </ul>

		<p>stakeholder relationships</p> <ul style="list-style-type: none"> <li>• Has contact with range of interested parties</li> <li>• Actively incorporates needs of a broader group</li> <li>• Influences others through communication techniques</li> </ul>	<p>and addressing of issues</p> <ul style="list-style-type: none"> <li>-communicates policy direction effectively to colleagues from within the department and to other departments</li> <li>-works with stakeholders as needed to gain critical intelligence and test policy options, where appropriate</li> </ul>
Creative Problem Solving	○ ○ ● ○ ○	<p>Engages the community and resources at hand to address issues:</p> <ul style="list-style-type: none"> <li>• Engages perspective to seek root causes</li> <li>• Finds ways to improve complex systems</li> <li>• Employs resources from other areas to solve problems</li> <li>• Engages others and encourages debate and idea generation to solve problems while addressing risks</li> </ul>	<ul style="list-style-type: none"> <li>-proposes innovative policy options and solutions to help address complex policy problems</li> <li>-seeks input from diverse perspectives</li> <li>-explores a variety of information sources to inform creative development of policy alternatives</li> </ul>
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>	<ul style="list-style-type: none"> <li>-adjusts to rapid and frequent changes in direction</li> <li>-completes high quality policy products in short time-frames based on changing expectations</li> <li>-adapts quickly to new priorities</li> </ul>
Develop Self and Others	○ ● ○ ○ ○	<p>Seeks out learning and knowledge-sharing opportunities:</p> <ul style="list-style-type: none"> <li>• Reflects on performance and identifies development opportunities</li> <li>• Takes initiative to stay current</li> <li>• Shares with the team even when not asked</li> </ul>	<ul style="list-style-type: none"> <li>-seeks opportunities for continuous learning and development</li> <li>-seeks innovative and new approaches to addressing organizational goals</li> <li>-participates in fostering a team environment in the unit</li> </ul>

		• Actively coaches and mentors direct reports	
--	--	---	--

### 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