

## New

Ministry

Transportation and Economic Corridors

### Describe: Basic Job Details

#### Position

Position ID

Position Name (30 characters)

Director, MV Modernization

Requested Class

Senior Manager (Zone 2)

Job Focus

Operations/Program

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:

Reporting to the Executive Director, Motor Vehicle Modernization with the Traffic Safety Services Division (TSS) of Transportation and Economic Corridors (TEC), the Director is responsible for providing strategic direction and leadership for the modernization of Alberta's Registrar of Motor Vehicle Services, which includes the replacement of one of the Government of Alberta's largest applications - Motor Vehicles Registry and 11 associated technology applications in TEC.

In Alberta, the Registrar of Motor Vehicle Services is a shared responsibility between Transportation & Economic Corridors (TEC) and Service Alberta and Red Tape Reduction (SARTR), with the majority of traffic safety and motor vehicle policy and legislation belonging to TEC. Motor Vehicles Modernization (MVM) is an initiative of significant magnitude and complexity, impacting the Traffic Safety Act and 26 Regulations, MOVES and over 48 other application used to deliver driver, vehicle and carrier services in the province, stretching across multiple programs and Ministries, including SARTR and Technology and Innovation, and impacting the Registry Agent Network. MVM is a transformation initiative (policy, process, technology and operations) which requires complex relationship building, collaboration, consultation and negotiations across the TSS division, partner Ministries and various stakeholders including but not limited to carriers, drivers, law enforcement, insurance companies.

The Director works closely with the Executive Director to lead TSS's modernization agenda, focusing on Modernization of the legislative/regulatory framework, transformation of existing business models and service delivery channels and replacement of legacy business applications, including MOVES. Strategic outcomes include

replacing prescriptive and outdated regulatory language with enabling language, removal of needless red tape, simplified, accessible and enhanced service delivery, and business applications that are straightforward and affordable to update and maintain.

The Director leads, coaches and mentors a diverse and multifaceted team of Managers, contractors, project coordinators, and various types of analysts, while building, maintaining and managing complex cross-Ministry relationships to co-create a new era in Alberta's motor vehicle ecosystem. The Director ensures that the priorities and interests of TSS are represented in all phases on the initiative, including planning, resourcing, execution and outcomes.

## Responsibilities

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

### **1. Motor Vehicles Modernization initiative, road map and outcomes align with the broader TSS modernization agenda ensuring client centric policy, processes and services delivered through modern digital platforms and technologies.**

- Lead, direct and influence the current state analysis of the motor vehicle registry, including legislative framework, policies, processes and technology applications (such as MOVES).
- Establish and grow human centered design, utilizing iterative agile, hybrid and waterfall methodologies through different cycles of the project in order to achieve service outcomes.
- Lead the establishment of a central implementation hub for change management, communication and training for MVM.
- Explore and implement new technologies that support program areas and services to the public.
- Lead the development of innovative means to fund and support continuous improvement of the Motor Vehicle Registry.
- Drive transformational change through building and maintaining complex cross-Ministry, internal and external relationships.
- Adaptively lead, coach and mentor direct reports and indirect reports to achieve strategic outcomes in an ever changing environment, ensuring priorities achieved through perseverance and agility.

### **2. Registrar of Motor Vehicles legislation, policy, processes, technology and operations are data driven, efficient, adaptable, and flexible contributing to economic growth and the safe and efficient movement of goods and people.**

- Lead the review of existing and development of new strategic policies and programs related to office of the Registrar of Motor Vehicle Services, including driver, vehicle, carrier and traffic safety programs.
- Collaborate with department and cross-Ministry policy teams on legislative reviews, regulatory enhancements, and operational policy changes related to MVM.
- Lead the development of data governance policies that align the broader GoA data strategy while ensuring the protection of confidential information residing in the office of the Registrar.
- Enable the Registrar to safely share data related to traffic safety with law enforcement and jurisdictional partners.
- Lead and resources the development of new operational processes required because of changes to policy and technology.
- Ensure modernized technology platforms enable a data rich environment where real time data is available with efficient analysis focused on ensuring informed decision making and a clear, consistent narrative that intersects motor vehicles, traffic safety and the economy.
- Ensure that new technology adequate meets the needs of the Registrar of Motor Vehicle Services, including integration of legislative/regulatory, policy, process and service outcomes.

**3. Lead effective risk management analysis and provide recommendations to Executive Directors and Assistant Deputy Ministers to ensure policy, process, operational and technology decisions related to the MVM initiative are made in a timely manner.**

-Identify areas of risk and provide recommendations on solution opportunities and/or mitigations to achieve strategic outcomes.

-Support Executive Director and Assistant Deputy Minister with advice, information and support to ensure successful project and government outcomes for TEC.

-Develop strategic recommendations related to policy, process and technology which align with strategic outcomes of MVM and which align with the broader TSS (and TEC) modernization road map.

**4. Strategic relationship management ensuring key stakeholders views and ideas are considered and incorporated in the MVM business transformation efforts**

- Build and maintain strong working relationships within TSS that focus on ensuring MVM strategic outcomes and alignment with Ministry Business Plan.

- Establish strategic alliances with SARTR, and with other various internal and external stakeholders, ensuring influential outcomes that represent the interests of TSS.

- Lead and support complex stakeholders discussions, meetings and negotiations related to Modernization of the Registrar of Motor Vehicle Services

-While stakeholders are considered, modernization and business transformation will be uncomfortable and not well received for some stakeholders. The Director must strategically navigate this turbulence to ensure the right program and service outcomes are achieved for Albertans.

**5. Leads MVM team through effective articulation of initiative goals, focusing on development, support, and coaching.**

-Lead the development of operational plan for the MVM business unit, ensuring that operational plans align with broader strategic and department plans.

- Lead a high performing team of 12 FTE's in addition to contractors ranging from 10 to 20 at a time to achieve strategic outcomes. Leads and influences across a matrixed organization where the Director leads staff and influences across the Division.

- Manage unit fiscal and human resources effectively to ensure accountability and outcomes are achieved.

- Oversee the development of briefing notes, ministerial correspondence, presentations, templates, actions requests and other documentation required.

- Seek clarity through the Executive Director and Assistant Deputy Minister when required, while supporting staff to lead, engage and drive towards established strategic outcomes.

**Problem Solving**

Typical problems solved:

The Director is required to lead, influence coordinate strategic outcomes related to MVM. The Director must effectively communicate and engage with a broad cross section of partners to gain a strong understanding of and be able to solve problems and transform policy, operations and technology. Priorities and perspectives of the program areas, end users, and other stakeholders are often convoluted and conflicting, but understanding them is

key in order to successfully deliver services in a transformed motor vehicle ecosystem.

Often the position is required to work under extreme pressures in a unique environment with multiple demands and complex matters that are ambiguous. While the accountability still exists, often precedence does not. The position then needs to rely on experience, creativity, informed risk taking, business intellect and confidence to be effective.

The Director is expected to lead and efforts to address unstructured business problems across multiple stakeholders and complex process environments. As a result, this position must lead creative solutioning to emerging issues, e.g. incrementally redesigning new service modernization approaches based on real-time testing/outcomes, and negotiating the prioritized release of service features and outcomes with initiative governance teams.

The views of Director's stakeholder's and clients are often divergent and even opposing. The Director must therefore lead the development of win-win opportunities for multiple stakeholders. The ability to influence outcomes with Executives and Governance is essential to the success of this position.

The Director must frequently modify approaches to meet changing needs and requirements. MVM is complex with no previous precedence to follow. Challenges to this position can be perplexing, due to the diversity of stakeholders involved, tight time lines, and potential sensitivities. Significant user consultation and stakeholder engagement is required. The Director will lead aligned engagement of variety of stakeholders to work together towards common goals and outcomes. Facilitation and negotiation skills are required when divergent opinions, attitudes and approaches exist.

Types of guidance available for problem solving:

The Director functions within the context of policies, statutes, directives and guidelines developed by Alberta Finance, Treasury Board, Policy Committee, Cabinet and key pieces of legislations, including the Traffic Safety Act (and its 26 Regulations), Government Organization Act, Public Service Act, Government Accountability Act, and various pieces of privacy legislation.

The Director is required to solve complex problems in support of the Executive leadership team. The Director has access to capable professionals who can provide support and assistance related to program and initiative issues. The Divisional executive and Sr. Management is a key support as well as others in Ministry and cross-Ministry Registrar of Motor Vehicle Services program teams.

Direct or indirect impacts of decisions:

This position has a significant and direct impact on the operations and outcomes of the motor vehicle registry. As such, the work lead by the Director is far-reaching and has a direct impact on Government, registry agents, Albertans and countless internal and external stakeholders, including law enforcement and jurisdictional partners.

This role:

- Directly impacts the ability for Albertans and stakeholders to access modernized and transformed motor vehicle ecosystem by providing leadership to a multi-year road map and return on significant government investment.
- Serves as a catalyst for identifying, prioritizing, aligning, and delivering upon necessary business transformations to modernize services that directly drive Alberta's economy through the delivery of critical services to individuals and businesses.

There is a significant number of individuals and businesses that access Alberta's motor vehicle services annually (e.g. The Registrar of Motor Vehicles services delivers over eight million services annually through over 500 unique service types, resulting in over 700 Million in annual revenue), further demonstrating the scope of impact the Director has on Albertans, businesses, and other users of motor vehicle services in terms of providing modernized, effective, and timely service delivery.

## Key Relationships

Major stakeholders and purpose of interactions:

Internal:

- Executive Leadership, including ED and ADM - Frequent and on-going. Provides updates and recommendation, receives guidance, identifies opportunities and recommended solutions.

- Other members of Divisional leadership team - Frequent meetings and informal contact to ensure alignment on outcomes

- SARTR - Frequent and on-going. The Registrar of Motor Vehicle Services is a shared responsibility between TEC and SARTR. Ministries must work together to achieve intended outcomes of a modernized motor vehicle ecosystem.

TI- Frequent and on-going. TI is the Ministry responsibility for support technical delivery for ministry program teams. TI is key to ensuring technology platforms meet the needs of TEC, SARTR and Albertans alike.

- Other Ministry resources, - Frequent and on-going, ncluding PSC and Finance

Other Ministries - Frequent and on-going, including Justice, PSES and other stakeholders of the Motor Vehicle Registry.

External:

- Transportation Industry Associations and Agencies
- Registry Agents and affiliated Associations
- Consultants, contractors and vendors
- Law Enforcement and jurisdictional partners

**Required Education, Experience and Technical Competencies**

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

If other, specify:

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

University graduation in a field related to the position assignment (Arts, Social Science, Political Science, Business/Commerce, Public Administration, or related field) plus 7 years progressively responsible management experience; or equivalent as described below.

- Excellent leadership skills and strategic thinking aligned to the overall goals of the department and government.
- Well developed supervisory, leadership, coaching and mentorship skills to ensure a positive, results driven culture.
- Experience in leading and managing within a dynamic and complex environment.
- Agility and able to take on new and emerging responsibilities as the role evolves.
- Proven ability to navigate politically sensitive environments and collaborate effectively within government structures.
- Thorough understanding of data and information management, strategic planning, and project management skills.
- Comprehensive understanding of Government and departmental processes for approvals, planning, financial management and human resource management
- Significant expertise in consensus building and fostering strong, collaborative and sustainable relationships.
- Significant experience planning and implementing complex projects with multiple partners in other branches, divisions and ministries to create efficiencies and consistency, drive engagement and deliver successful business outcomes.

Assets:

Project Management Professional (PMP) Designation

Six Sigma Black Belt Designation

Product Management Certificate

### 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><b>Integrates broader context into planning:</b></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>	Success in this position will require the Manager to anticipate reactions from stakeholders and develop strategies to mitigate negative reactions and leverage positive ones. The Manager would consider workloads for their own team and subject matter experts, stakeholder concerns and opportunities, and other factors, while ensuring accurate and timely responses.
Agility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<p><b>Proactively incorporates change into processes:</b></p> <ul style="list-style-type: none"> <li>Creates opportunities for improvement</li> <li>Is aware of and adapts to changing priorities</li> <li>Remains objective under pressure and supports others to manage their emotions</li> <li>Proactively explains impact of change on roles, and integrates change in existing work</li> <li>Readily adapts plans and practices</li> </ul>	Manages complimentary and conflicting priorities in an efficient and effective manner. Anticipates, assesses and adapts to changing situations and issues while making practical decisions under pressure. In addition, the Manager will need to explain changes in direction to staff and project partners.
Drive for Results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<p><b>Works to remove barriers to outcomes, sticking to principles:</b></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</li> </ul>	Knows what outcomes are important and maximize resources to solve complex issues by anticipating potential challenges and finding practical solutions.

		<p>confronts problems directly</p> <ul style="list-style-type: none"> <li>• Considers complex factors and aligns solutions with broader organization mission</li> </ul>	
Build Collaborative Environments	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<p>Involves a wide group of stakeholders when working on outcomes:</p> <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>	<p>Success in this role will require the Director to influence stakeholders beyond siloes and operational units. The Director builds and maintains collaborative environments to build consensus and challenge existing paradigms to ensure broad thinking on operations, eliminating barriers to progress and crediting others with accomplishments within projects will create trust for current and future projects.</p>
Develop Self and Others	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<p>Encourages development and integration of emerging methods:</p> <ul style="list-style-type: none"> <li>• Shapes group learning for team development</li> <li>• Employs emerging methods towards goals</li> <li>• Creates a shared learning environment</li> <li>• Works with individuals to develop personal development plans</li> </ul>	<p>Demonstrates a strong ability in fostering positive and effective relationships with a wide range of stakeholders. Strong ability to connect and build trust, diplomatically managing relationships to bring differing perspectives together.</p>

**Benchmarks**