

## New

Ministry

Transportation and Economic Corridors

### Describe: Basic Job Details

#### Position

Position ID

Position Name (30 characters)

Manager, Passenger Rail Policy

Requested Class

Manager (Zone 2)

Job Focus

Policy

Supervisory Level

01 - Yes Supervisory

Agency (ministry) code

Cost Centre

Program Code: (enter if required)

#### Employee

Employee Name (or Vacant)

#### Organizational Structure

Division, Branch/Unit

CPGES/Passenger Rail Branch/Policy 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:

Transportation and Economic Corridors is responding to the Minister mandate items related to Passenger Rail. As part of Budget 2024, \$15 Million over two years is allocated to develop a Passenger Rail Master Plan, including a 15-Year Delivery Plan for Government Approval in 2026.

The Policy unit in the Passenger Rail Branch is responsible for the development of provincial strategic policy related to passenger rail in Alberta, advising on and conducting stakeholder engagement to inform policy develop. This includes working closely with other Directors of the Passenger Rail team, Division, Department and other ministries. The unit will develop policy connected to the envisioned staged investments that make careful use of tax dollars while minimizing throw away costs to develop a Passenger Rail network that integrates with municipal transit networks and can expand as the Province grows. Policy element swill include considerations and development of the roles, authorities and steps to establish a province-led governance model for a passenger rail. The Master Plan and policy work will clarify opportunities for private sector involvement and take into account information provided by existing passenger rail unsolicited proposal proponents and the results of relevant studies such as the Calgary Airport Connection Study, led by the City of Calgary.

The unit leads the development of Cabinet-level policy documents, including those related to legislation, regulations, and major policy and engagement initiatives, such as government platform commitments, and

provides strategic advice to other areas of the department related to framing and sequencing decisions.

The framework within which this job operates includes:

- Alberta's Passenger Rail Master Plan
- Alberta Transportation and Economic Corridor's Business Plan;
- Government of Alberta Business Plan;
- Federal and provincial policies, legislation, and regulation related to transportation, including the Criminal Code of Canada
- Government of Alberta and Alberta Transportation and Economic Corridors operational policies and procedures.

The Manager (M2) Passenger Rail Policy reports to the Director, Passenger Rail Policy in the Passenger Rail Branch, and is an integral team member for the fulfillment of the accountabilities of the Branch, Department and the Minister Mandates for passenger rail. This position is responsible to provide leadership and advice for the policy direction given the broader context of transportation initiatives, Cabinet Report packages and engagement that will impact the long-term and future direction of the transportation system in Alberta.

The result of this work supports the Directors, and Executive Director of the Passenger Rail Branch and other branches in Alberta Transportation. They also support Assistant Deputy Ministers, Deputy Minister, and elected officials, as they make plans and decisions about strategic policy, legislation, programs, and services for passenger rail and the resiliency of the broader transportation system in Alberta.

## Responsibilities

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

This position provides leadership and advice to the unit and branch directly impacts the full range of branch activities, including impacts on internal/cross-ministry partners external stakeholders. In addition to the core responsibilities outlined below, this position may be required to take on additional responsibilities or activities, based on future policy direction or priorities.

Under the guidance of the Director and Branch management, this position will shape/influence how the Branch/TEC deals with stakeholders and other orders of government (municipal, provincial, federal).

1. Policy Analysis and Advice -- Lead the development of strategic, evidence-based policy advice related to passenger rail development in the province, including legislative and regulatory requirements.

- Lead/oversee research and environmental scanning to build awareness within the branch and ministry of issues, trend or initiatives that may impact the planning, design, operations or governance of passenger rail in Alberta.
- Provide advice to senior management on emerging policy issues or opportunities related to passenger rail, including the development of proposed actions, key messages, etc.
- Lead/support the development of required policy-related products to support ministry and Government of Alberta decision-making processes, including the development of Cabinet Reports and related policy products. This includes liaising with partners in TEC's corporate policy branch and the Policy Coordination Office (PCO) as required.
- Design and coordinate efforts to ensure broad awareness of other ministries that may be impacted by passenger rail proposals and engage with them to ensure early risk identification, collaborative issue management and robust policy development.
- Lead/support the development of internal and external engagement plans and materials to support the advancement of passenger rail in Alberta, consistent with approved the Passenger Rail Master Plan or subsequent passenger rail initiatives.

- Lead/support the implementation of government policy decisions, including coordinating with colleagues on operational policies for front-line staff and governance-related policies.
2. Project Coordination and Corporate Accountability -- Ensure senior department leadership, the Minister and other relevant parties are informed of project status and passenger rail related information is strategically reflected in key corporate products or materials.
- Lead/support the preparation of regular project status reporting documents for Deputy Minister and/or Minister, as required.
  - Lead/support the development of briefing packages and presentations for a range of internal and external audiences regarding the Passenger Rail Master Plan and any future passenger rail initiatives, including goals/objectives, scope, approach.
  - Coordinate/oversee the preparation of branch input to TEC's corporate planning and accountability documents, including Business Plans and Annual Reports, ensuring passenger rail content is appropriately positioned.
  - Coordinate/oversee the preparation of branch input related to key Legislative Assembly processes, including materials for budget (Committee of Supply), Public Accounts Committee, and addressing relevant findings or recommendations from the Office of the Auditor General.
3. Branch / Departmental Representation - Ensure the work the Branch is shared and the interests of TEC are advanced through strong, collaborative relationships with relevant ministry and cross-ministry partners and external stakeholders.
- Represent the Branch or TEC as required at key ministry or cross-ministry policy tables or committees.
  - Maintain a network of key contacts with key public sector partners at the municipal, provincial or federal levels in order to gather and share information and intelligence to advance the work of the Branch and TEC.
  - Cultivate relationships with relevant private-sector or community-based organizations with interest in passenger rail, including passenger rail proponents, business groups, environmental groups, Indigenous organizations, etc.
  - Represents the Branch and/or TEC at seminars, workshops, conferences or events related to passenger rail or the provincial transportation network.

### Problem Solving

Typical problems solved:

This position requires exceptional analytical and problem-solving skills in order to provide informed analysis and policy options for TEC and Cabinet as part of government decision-making on passenger rail. Advanced systems-thinking is required to analyze complex problems, assess impacts on a wide array of government and external parties, and develop options for decision-makers. The complexity of this work is heightened by three key factors: (1) the province does not currently have a passenger rail network or related policies, (2) the development of passenger rail has the potential to impact a wide range of Government of Alberta economic, social and environmental goals, and (3) passenger rail has the potential to impact a wide range of external parties, including public and private-sector actors. This complexity and scope of this work requires an experienced individual with developed competencies in the areas of network development and building collaborative environments - both within and outside of TEC. This individual also requires the ability to develop self and others, as they will be required to learn and act independently and to help integrate TEC and cross-ministry partners in the Branch's work. This position directly supervises 1-2 program services staff and is expected to provide a positive work environment and meaningful learning and development opportunities for direct reports. Finally, to deliver on accelerated timelines and support timely decisions by Cabinet, this individual will require agility and the drive for results.

Types of guidance available for problem solving:

This position is supporting the development of policy advice and options for the province's first passenger

rail network; the initial work is not guided by existing policy frameworks, and therefore requires a high - level of judgment and discretion. Once initial Cabinet direction is received, required policy work will continue to require detailed analysis and understanding of diverse impacts.

The role will be able to draw on technical and policy expertise from the supervisor (Director of Policy, Passenger Rail), and other individuals within the Branch, TEC and other ministries.

Examples of legislative/regulatory guidelines include:

- Traffic Safety Act and Regulations
- Railway Safety Acts (Federal and Provincial)
- Railway (Alberta) Act
- Municipal Government Act
- Expropriation Act
- Metrolinx Act (Ontario)
- Transport Canada regulations and policies

Direct or indirect impacts of decisions:

The services provided by this position impact the full range of branch activities, including both internal program areas and external stakeholders.

This position is involved in leading the development of advice on dealing with these groups, which will influence the division and department's strategic initiatives and directions.

Under the guidance of Branch leadership, this position represents the Branch/TEC in dealing with stakeholders and other orders of government (municipal, provincial, federal). Representations with external parties must accurately reflect the department's position on issues and occur in a professional manner.

Decisions made by this role have the potential to affect:

- The direction of passenger rail in the province through influence on the development of the Passenger Rail Master Plan for Cabinet consideration.
- Options identified in the Master Plan have the potential to reshape Alberta's transportation system for generations and this position's analysis, advice and work product has the potential to influence the evolution of passenger rail services over time.
- Stakeholder relations and the success of branch engagement efforts.
- External consultants for the provision of services related to the delivery of the Master Plan and future work on passenger rail in Alberta.

## Key Relationships

Major stakeholders and purpose of interactions:

### Internal

- Director of Policy, Passenger Rail (Daily): Assignment, reporting, advice, strategy.
- Other Branch Directors (Daily/Weekly): Inputs advice, strategy.
- Executive Director, Passenger Rail (Weekly): Priority-setting, inputs, advice, strategy.
- Other Rail Team Members (Daily): collaboration, advice, strategy.
- ADM (As Required): Special assignments, ARs, etc.
- DMO (Periodically): Special assignments, Regular reporting, briefing materials.
- Minister's Office (Periodically): Special assignments, at committees and cabinet.
- Other Divisional Staff (Weekly): Information sharing and coordination.
- Other Government of Alberta Ministries (Monthly): Information sharing and coordination with Departments such as Infrastructure, Jobs, Economy and Trade, Environment and Protected Areas, etc.
- Communications Branch (Weekly): Prepare content, review communications materials, facilitate internal communications with external communications consultants, sign-off on communications materials.
- Alberta Justice and External Legal Consultant (As Needed): Communication on legal opinions.

## External

- Municipalities, Indigenous Communities, and other interested public stakeholders (As Needed): Information calls, action requests and telephone action requests, engagement meetings.
- Key Industry Stakeholders (As Needed): Networking; consultation, joint projects and partnerships with various organizations such as rail and road authorities across the province.
- Federal Government (As Needed): Interactions/meetings and information sharing with various organizations such as Transport Canada, Infrastructure Canada, Canadian Infrastructure Bank, Canadian Transportation Agency, Standards Council of Canada, etc.

## Required Education, Experience and Technical Competencies

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

If other, specify:

A Master's Degree in a related field is an asset. Transportation policy/operations experience is an asset.

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

- Preferred to have minimum 5 years experience in Government, including experience developing policy documents for decision-makers (e.g., Cabinet Report packages).
- Strong analytical skills and systems thinking ability.
- Knowledge of sound engagement principles and the role of engagement in policy development.
- Experience collaborating with/leading cross-ministry teams or working groups.
- Strong political acumen and experience working on high-profile, sensitive files.
- Excellent oral and written communication skills, including briefing notes, presentations, speaking notes, key messages etc. for senior department officials and elected officials.
- Proven ability to absorb and synthesize complex, technical information and communicate technical information in clear, concise, plain language.
- Proven ability to work independently and proactively.
- Proven ability to manage ambiguity and change.
- Proven ability to manage multiple projects and deliver on tight timelines.
- Ability to lead/manage staff to deliver on tight timelines.

## 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>Integrates broader context into planning:</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>	<p>Priorities defined in the Master Plan have the potential to reshape Alberta's transportation system for generations.</p> <p>This position will need to assess the master plan products with a holistic and long-term view to provide robust analysis and options for decision-makers.</p>
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:	Position must be able to identify challenges and opportunities across a

		<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 together to solve issues</li> <li>• Identifies new solutions for the organization</li> </ul>	range of policy areas, ministries or stakeholders and engage effectively to support creative policy solutions that may challenge historical delivery methods or assumptions.
Agility	○ ○ ○ ● ○	<p>Proactively incorporates change into processes:</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>	Policy directions and required deliverables are highly subject to change on short timelines. The position must adapt to changing direction and timelines and offer constructive solutions or advice to advance the work while mitigating risks to the overall project.
Develop Networks	○ ○ ○ ● ○	<p>Makes working with a wide range of parties an imperative:</p> <ul style="list-style-type: none"> <li>• Creates impactful relationships with the right people</li> <li>• Ensures needs of varying groups are represented</li> <li>• Goes beyond to meet stakeholder needs</li> <li>• Ensures all needs are heard and understood</li> </ul>	This position provides policy and engagement support across the department. The ability to build and maintain strong, productive relationships is essential to facilitating flow of essential information, including program area input to policy options to ensure operational feasibility.
Drive for Results	○ ○ ○ ● ○	<p>Works to remove barriers to outcomes, sticking to principles:</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 confronts problems directly</li> <li>• Considers complex factors and aligns solutions with broader organization mission</li> </ul>	The Passenger rail team's work is complex, requiring custom deliverables for multiple audiences, including one or more Cabinet Report packages. Timelines are tight and generally non-negotiable. This position must be able to deliver quality work on tight timelines.