

Working Title

Regional Operations Support Manager

Reports to Position No., Class
& Level

Regional Director/SM2

Division, Branch/Unit

Parks Operations Division

Ministry

Environment and Parks

Requested Class

Manager 2

POSITION SUMMARY: Briefly describe the main purpose of the position, and why it exists for the most part (See Management Job Description Writing Guide [Page 7](#)).

Reporting to the Regional Director, the Regional Operations Support Manager oversees the provision of various operational and program support and planning functions and manages the delivery of the Infrastructure Management Program and of the Recreation and Resource Management Coordination Program in the assigned Parks Region.

The provision of operational and program support and planning is primarily focused on the areas of goods and services procurement, fleet management, staff housing management, coordination of IT supports, and coordination of Occupational Health and Safety supports to a diverse set of operational programs focused on providing direct front line services to the public. These front line services are delivered in provincial parks and recreation areas dispersed across a broad geographic area and focus on the operation and maintenance of parks facilities, provision of visitor services and visitor engagement, as well as recreation and resource management. The operational functions that are supported by this position are directly involved in the front-line delivery of the parks program as directed by the *Provincial Parks Act* and many have direct public health and safety, as well as environmental health implications and carry significant department and GoA reputational risk. The provision of operational and program support and planning is critical in ensuring operational effectiveness, optimizing financial performance, maintaining alignment with pertinent policies and procedures, achieving department business goal objectives, and ensuring process consistency and harmonization within and amongst the parks regions.

A further purpose of the Operations Support Manager position is to manage the delivery of the Region's Infrastructure Management Program and associated initiatives. This program is intended to ensure the long-term functionality, ongoing accessibility, and safe operation of infrastructure, facilities, and equipment, including regulated water and wastewater systems, in an effective and cost efficient manner and in compliance with applicable regulatory requirements. Work delivered by the Infrastructure Management Program includes asset life-cycle maintenance planning and project coordination and delivery; response to facility and equipment breakdowns and malfunctions; and, providing compliance and technical support to the various regulated water and waste water system operators across the Region. In addition, the Operations Support Manager ensures close integration, strategic and operational alignment, and continuous information sharing between the regionally delivered Infrastructure Management Program and the divisionally delivered Capital Infrastructure Development & Implementation Program.

Moreover, the Operations Support Manager position manages the delivery of the Region's Recreation and Resource Management Coordination Program. This program ensures that recreation management, resource management, and spatial and program planning goals and objectives intended to facilitate safe, environmentally and socially sustainable, and enjoyable public use of Parks throughout the Region are met on an ongoing basis. There are several regional scale functions delivered by the Recreation and Resource Management Coordination Program. These include coordinating the issuance and management of recreation

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related statutory authorizations (dispositions and permits) under the *Provincial Parks Act*; the provision of a variety of spatial and program planning products aligned with Division and Departmental priorities and planning standards; and the development and coordination of regional scale resource management projects and programs including hazardous tree and weed management. Furthermore, the Operations Support Manger ensures that all recreation and resource management related functions undertaken by the program are harmonized and integrated as appropriate with recreation and resource management functions delivered by other AEP Divisions and conservation related outcomes and higher level statutory and strategic plans (example: Land-Use Framework Regional Plans).

To achieve the goals and objectives this position is accountable for, it manages a team consisting of high level technical and professional staff in the Technologies, Natural Resources, Program Services, and Administrative Support series.

Regional variations in operational program delivery approach may result in some variability in the position's accountabilities, responsibilities, and focus between Regions.

SPECIFIC ACCOUNTABILITIES: List the most important end results or outcomes of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-8 core end results. For each end result approximately 3-6 activities should be described (See Writing Guide [Page 8](#)).

1. Coordinate and manage the procurement of service contracts, facility operating agreements, and establishment of standing offer goods contracts in support of all program areas delivered by the Region to ensure compliance with contracting and procurement rules and continuous, efficient, and strategically aligned delivery of services to park system users. This involves:
 - Ongoing tracking of service contract and standing offer needs across all regional program areas.
 - Coordinating the completion of all applicable procurement process steps from business case development to contract execution.
 - Ensuring adherence to all relevant regulatory and legislative requirements, ministry and GoA policies, and applicable Provincial and Federal Trade Agreements throughout the procurement process.
 - Coordinating smooth and effective post contract execution hand-off to the respective contract manager.
 - Ensuring that adequate monitoring for compliance with the terms of the contractual obligations of each service contract and facility operating agreement (FOA) is occurring.
 - Providing expert advice to contact managers in regards to resolving issues regarding the provision of contractual services.
 - Supporting the implementation of contract amendments in response to changing operational needs and emergent issues.
2. Manage the delivery of a suite of operational and program support and planning functions for the Region to ensure ongoing operational effectiveness, optimizing financial performance, maintaining alignment with pertinent policies and procedures, and ensuring process consistency and harmonization within and amongst the Regions. This involves:
 - Management of the Region's vehicle fleet to ensure maximum performance value; coordinating the supply, allocations, maintenance, rotation and replacement of all vehicles; and, ensuring ongoing compliance with all Government of Alberta fleet and operator management and vehicle safety requirements.
 - Management of the Region's staff housing facilities to ensure the ongoing availability of reliable, safe, and well maintained accommodation for permanent and seasonal staff; ensure compliance with all *Residential Tenancy Act*, safety and fire code requirements; and, coordinate the fair and equitable allocation of staff housing to eligible staff.
 - Overseeing the delivery and Regional coordination of IT service requests, in-region support for non-standard IT infrastructure, remote location network connectivity, and mobile device provisioning and servicing including mobile phones and two-way radios.

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- Managing various operational planning and reporting requirements across the Region's diverse operational functions and programs to ensure timely, accurate and consistent sit reps, operational status reports, and key performance metrics are available and provided as required and to ensure Regional operational plans are maintained, updated, and aligned with Branch and Divisional requirements and priorities.

3. Oversee and coordinate the provision of Occupational Health and Safety support to ensure ongoing safety performance expectations and objectives are met, policy and legislated requirements are adhered to, and a health and safety focused work culture is encouraged and maintained across all Regional program and functional areas. This involves:

- Close and continuous coordination with the Regional Occupational Health and Safety Coordinator as well as with department and PSC OHS program staff.
- Ensuring policies and procedures regarding all applicable health and safety program elements such as hazard identification and controls; incident reporting and investigation; and training are in place and being followed.
- Ensuring the Regional OHS program is coordinated with the Ministry's and GoA's OHS program goals and standards.
- Ensuring adequate incident reporting processes, incident related record keeping and file management processes are in place.
- Supporting all program and functional areas with implementation of recommendations and corrective actions identified through audits, incident reviews, etc.
- Coordinating the creation and maintenance of required emergency response plans for work-sites across the Region.

4. Manage the delivery of the Region's Infrastructure Management Program and associated initiatives to ensure the long-term functionality, ongoing accessibility, and safe operation of infrastructure, facilities, and equipment, including regulated water and wastewater systems, in an effective and cost efficient manner and in compliance with applicable regulatory requirements. This involves:

- Developing and providing strategic planning pertaining to infrastructure, component systems, and equipment life-cycle maintenance needs, initiatives and priorities.
- Coordinating and integrating life-cycle maintenance plans and projects with externally delivered capital development projects across the Region.
- Planning, scheduling, tendering, contracting and executing life-cycle maintenance and/or repair projects.
- Preparing, managing and controlling the regional Infrastructure Management Program budget as well as any special project budgets and expenditures.
- Providing subject matter expertise and coordinating internal resources and external contractors to complete repairs to facilities, component systems, and equipment in response to breakdowns and malfunctions.
- Providing compliance oversight and ensuring the availability of technical support for the operation of potable and waste water systems across the Region.
- Ensuring a system for conducting periodic inspections, maintaining inspection records and resulting corrective actions for playgrounds and similar structures is in place.

5. Manage the delivery of the Region's Recreation and Resource Management Coordination Program to ensure that recreation management, resource management, and spatial and program planning goals and objectives intended to facilitate safe, environmentally and socially sustainable, and enjoyable public use of Parks throughout the Region are met on an ongoing basis. This involves:

- Ensuring the timely issuance, amendment, renewal, cancelation and assignment of recreation related regulatory approvals (dispositions and permits) occurs in alignment with all regulatory requirements and in accordance with applicable policy and procedures.
- Negotiating financial and other terms and conditions with approval applicants and proponents to

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ensure appropriate compensation for use and access to publicly owned spaces and facilities is achieved.

- Coordinating the monitoring for compliance with the various conditions attached to the various approvals and ensuring appropriate action, including referral to ministry enforcement staff, is taken in response to non-compliance.
- Ensuring the creation and development of various spatial and program planning products aligned with organizational priorities and coordinating Regional participation and input into diverse planning initiatives led by external parties.
- Developing and coordinating the delivery of resource management initiatives and projects at a Regional scale such as visitation statistics collection using traffic counters, hazardous tree management, and weed management.
- Liaising with external regulators and service providers (i.e Lands Division) regarding recreation and conservation related issues, initiatives, and programs directly impacting the various parks in the Region
- Ensuring that all recreation and resource management related functions undertaken are harmonized and integrated with conservation related outcomes and higher level statutory and strategic plans.

KNOWLEDGE/EXPERIENCE: Include information on required diplomas and degrees along with identifying the most important knowledge factors, including knowledge about practical procedures, administrative, specialized techniques, etc. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position (see Writing Guide [Pages 9-10](#)).

University graduation (4 year degree) in business administration, park/recreation facility administration/management, project management, or a related field supplemented by a minimum of 5 years of experience with progressively increasing level of responsibility in a related field. Related experience or education may be considered as an equivalency on a one for one basis.

The position requires thorough knowledge and understanding in the following area:

- Related provincial, federal and municipal legislation, regulations, policies and procedures
- Financial and procurement management practices
- Project management principles and processes
- Construction/renovation industry related codes and practices
- Alberta specific OHS legislation, regulations, and codes
- Ministry and GoA financial, fleet procurement and maintenance, contract management and procurement policies, practices and procedures
- Principles related to management of regulatory approvals
- Spatial and program planning principles and practices
- Natural resource management practices.
- Microsoft Office Suite
- GoA policies, directives related to information security, records management and privacy, IT standards and practices

The position requires the following skills and abilities:

- Ability to effectively lead a diverse team of professionals and technical experts.
- Ability to build effective relationships with internal clients at various levels across the organization.
- Ability to effectively collaborate with parties external to the organization including contractors, consultants, local authorities, various stakeholder associations, media, politicians and the public.
- Ability to lead a variety of initiatives/projects from inception to completion.
- Ability to manage a complex budget and make financial decisions within a set budget framework.
- Ability to analyze issues and synthesize findings to identify actions and solutions
- Ability for strategic and tactical planning – development, update, tracking

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- Innovative and creative thinking as well as strategic thinking skills
- Strong communication and interpersonal skills
- Strong project management skills
- Strong negotiation skills
- Ability to work within broadly defined conceptual frameworks.
- Ability to solve problems with limited precedents and limited context and information

LEADERSHIP AND BUSINESS KNOW-HOW: Specify the level of integration, organization and leadership skills required to produce the results expected of the position. Provide recent examples (See Writing Guide [Pages 10-11](#)).

In order to effectively lead a team that provides a broad range of operational and program support and planning functions, the position requires sound understanding and knowledge of legislation, acts, and regulations as they pertain to Parks and Protected Areas, regulatory approval processes, strategic and tactical planning, as well as spatial and program planning. The Manager must routinely influence diverse groups, where there are often conflicting perspectives, requirements, and priorities, which require the manager to use a collaborative approach to build consensus. The Manager will need extensive knowledge and application of procurement processes from both a transactional and strategic focus to drive efficiencies for the region. The ability to translate business goals into strategic and program delivery initiatives is required, and the ability to understand and consider the political environment in decision-making is critical. Knowledge of the department's planning, financial and human resource management processes is required to effectively develop recommendations and planning for implementation.

Areas and examples where leadership, business know-how and human relations skills will be required:

- Provides leadership in advising staff, and third party services providers and contractors on related parks acts and regulations, building and fire codes, and ministry and GoA contract, and procurement policies and processes.
- Management of short-and long term projects involving staff representing various operational program areas and diverse internal and external stakeholders.
- Requires strategic thinking and leadership in the assessment and solution development for long-term challenges and opportunities in the preventative maintenance, upgrades, and redevelopment of park facilities.
- Integration of work and program functions occurring in a distributed fashion across the region to ensure process and procedures are harmonized to optimize efficiency and effectiveness.
- Short and long-term planning to identify preventative maintenance scheduling needs, budget development, resource requirements, and contractual requirements in regards to infrastructure throughout the Region.
- Manage relationships between partners and stakeholders to promote and facilitate collaboration and cooperation in implementing and improving various initiatives and projects.
- Leadership in assessing and developing relationships to ensure provision of high quality contractual services.
- Develop and implement short and long-term solutions to a variety of regional-scale resource management challenges such as the management of hazardous trees and restricted and prohibited weeds.
- Working collaboratively with internal and external stakeholders to develop spatial and program planning products such as park management plans, visitor management plans and similar.
- Consultation, negotiations and conflict resolution skills, to address different needs, expectations, and priorities and to develop solutions that ensure program objectives across regional programs are met on an ongoing basis.
- Provides leadership to staff, team members, partners and stakeholders, challenging and mentoring them to develop and exceed performance standards.
- Needs to influence and leverage support and commitment from other divisions within AEP, ministries,

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- agencies, levels of government, contractors and stakeholders to ensure its accountabilities are met.
- Support integration of the work processes within the region as well as ensuring alignment with other regions across the Branch

PROBLEM SOLVING: Describe difficult or challenging situations the position is typically expected to solve; the degree of originality of the solutions; and the assistance available (See Writing Guide [Pages 11-12](#)).

The Operations Support Manager will be relied upon to solve problems by applying knowledge from past experience; applying knowledge of related acts, regulations and policies; applying organizational context; undertaking research and analysis; utilizing sound judgement; and, drawing conclusions through inference and deduction to develop appropriate solutions and/or recommendations to a problem. More complex problems may include issues where at the onset, the full context of the issue has not been defined and limited information may be available.

The position is responsible for developing solutions in collaboration with various operational program staff within the assigned park region and consider the interests of external stakeholders that will result in a more cohesive and consistent approach to delivering and managing front-line service delivery. The position must consult, negotiate, and resolve conflict with stakeholders, clients, and ministry and government senior representatives with varying perspectives, expectations, requirements, and priorities.

The challenges faced by this position are often focused on coordinating a consistent, coordinated and integrated approach to operations for the region's various program areas while balancing conflicting perspectives, requirements and priorities. Added to this complexity are the various stakeholders that must also be factored into each decision and solution considered as well as managing and directing staff and contractors located throughout the park region.

Examples of difficult and challenging situations include:

- Integration and coordination of staff, contractors, Ministry and GoA resources, and approaches to ensure quality preventative maintenance and life-cycle maintenance coordination and project management of all capital assets and infrastructure, current and new.
- Ensuring consistent application of legislation, regulations, policies, and procedures across the region and with contractors
- Communicating the mandate, roles and responsibilities of the parks program and Act to stakeholders and contractors

Example: The Regional Director has requested that the Operations Support Manager build a regional scale program (eg. Hazardous Tree Management) with a specific set of objectives. Provided with information around the anticipated resources available for the program (money and people) this position is responsible to develop a full proposal of how this will be delivered in a way that meets the set objectives and aligns with broader organizational parameters (legal, policy, political), considers stakeholder perspectives, leverages existing resources and processes, and delivers within available resources. Once approved, this manager will be responsible for coordinating implementation across the region.

For this problem, the incumbent will need to be familiar with and integrate legislation (ie. Provincial Parks Act) and core mandate requirements, procurement and contracting processes and procedures, legal liability considerations, site level planning and environmental assessment considerations, department and division strategic plans and have an awareness of political considerations. They must have a good understanding of resource and process constraints in the current environment. This position will need to work with key stakeholders both internal and external for information and be able to assess opinions and interest of the parties. They will need to research, analyse and evaluate scenarios and outcomes and build recommendation(s).

RELATIONSHIPS/CONTACTS: Identify internal and/or external clients, partners and stakeholders with whom your position communicates and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken) (See Writing Guide [Pages 12-13](#)).

Clients	Frequency	Nature and Purpose of Contact
Internal		
Regional Director	Ongoing	To receive direction, receive/provide advice, exchange information, discuss work progress, identify issues and develop solutions
Area Managers	Ongoing	To receive/provide advice, exchange information, identify issues, develop solutions
Executive Direction, Program Planning Managers, Other divisions	As required	To provide information and updates on projects/initiatives
Ministry executive	As required	Provide briefings on projects and initiatives
External		
GoA ministries (Municipal Affairs, Transportation, Infrastructure, Justice & Solicitor General, etc.)	As required	To exchange information, work collaboratively, identify issues and develop solutions, seek advice
Federal Government	As required	To exchange information, work collaboratively, identify issues/challenges and develop solutions
Contractors/consultants	Ongoing	To provide direction and leadership, contract negotiations, monitoring and reporting contract obligations
Facility Operations Agreement holders	Ongoing	Contract negotiations, monitoring and reporting on contractual terms and conditions
Local and Municipal authorities	As required	Collaborate on partnership agreements and projects.

IMPACT AND MAGNITUDE OF JOB (SCOPE): Identify how the position directly affects results, and the extent to which stakeholders are affected by those results. Provide recent examples (See Writing Guide [Pages 13-14](#)).

The province is divided into four parks operations regions. Each region contains a large number of parks and recreation areas which contain infrastructure that supports public use and visitation. This infrastructure can vary from simple parking lots to large campgrounds, complex visitor centres, and specialized facilities such as ski hills. Visitation and use of parks and recreation areas is actively facilitated and managed through several operational program areas made up of functional groups of front-line staff supplemented by contractors and various operating partners. Each parks region has an assigned Operations Support Manager.

- The position oversees the delivery of critical operational and program support and planning functions to all front-line program and functional areas within the region including contracting and procurement of goods and services; fleet, staff housing, and IT; and, occupational health and safety program coordination.
- The position organizes, plans and coordinates work associated with the preventative maintenance and care of regional infrastructure, vehicles, and equipment located across the assigned parks region.
- The position oversees the coordination and supports the delivery of critical resource management and park and program planning at a regional scale.
- This position will be responsible for developing, proposing, and recommending new efficiencies, policies, programs to Director and/or ADM levels. Once recommendations/proposals are approved this position will be responsible and accountable for the coordination and/or delivery of the established processes and/or approved program across the region.
- It is expected that this positions works with a great deal of autonomy and decisions making authority. For issues with long-term strategic, significant financial/legal, or political implications it is expected that this position bring options and recommendations to the Regional Director for decision making.

This position's ability to coordinate, support, plan and implement programs within the region will directly impact park visitors' access, enjoyment, and safe use of parks. Visitor satisfaction, health and safety while visiting and recreating in parks are strongly linked to the work performed by this position. The Ministry's and GoA's credibility and assurances to Albertans and national and international observers, visitors, and users that

IMPACT AND MAGNITUDE OF JOB (SCOPE): Identify how the position directly affects results, and the extent to which stakeholders are affected by those results. Provide recent examples (See Writing Guide **Pages 13-14**).

Alberta's parks system is being maintained and developed to preserve landscapes and natural features of Alberta's environmental diversity while providing opportunities to experience and enjoy nature are impacted by this position.

Examples:

- This position will have statutory decision making authorities (delegated from *Provincial Parks Act*) such as responsibility to review and approve remedies proposed to address deficiencies to leases. The incumbent will need to refer to regulation, precedence within Parks/Lands, consider OH&S risk, and any political risk to make a decision.
- Decisions in relation to maintenance contracts (eg. removal of waste) can result in impact to front line service provisions which directly impact visitor experience and public health.
- Inadequate preventative maintenance or failure to respond to facility breakdowns appropriately will result in facility closure with direct service impacts to park system users.
- Inadequate provision of compliance oversight and technical support for water and wastewater treatment operations could result in public health issues and significant legal liability
- Failure to follow procedures for capital project funding submissions may result in inadequate funding to meet regional capital renewal and development needs ultimately negatively impacting the functionality and serviceability of parks infrastructure utilized by the public.