

Working Title Manager, ES Program Services	Name
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Position Number		Ministry Jobs, Economy and Trade
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Requested Class	
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Dept ID	Program Code	Project Code (if applicable)
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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](#)).

The Manager, ES Program Services (The Manager) is responsible for two program services for Employment Standards Program Delivery (ESPD) – the Permits/Variations Unit and the Appeals Unit. The Manager is an integral member of the ESPD management team and reports to the Director of ES Program Services.

The Manager provides leadership and direction to ~10 FTEs, including 1 team lead, appeal officers, technical permits analysts, and 1 administrative staff. In leading the Permits/Variations Unit, the Manager is responsible for the efficient flow and distribution of work within the unit, and the quality of analysis of applications for permits or variations. As a member of the management team, the Manager provides input into the development of regional and program priorities, goals, operational planning and reporting, strategic issues, and allocation of resources. This position provides timely and managerial-level support to the Director, Program Services especially in the Director’s role as the appointed Registrar for the ESPD Registrar’s Appeal Office and oversees the administrative processes that support the Registrar function. The Manager leads the Appeals Unit and establishes and maintains effective Appeals Program governance. The Manager also ensures the effective administration of appeals and leads the Appeals team to meet their responsibilities with regards to the conduct of Decision of Officer Appeal reviews and fair and equitable mediation and dispute resolution.

The Manager is accountable for development and monitoring of service level agreements with Treasury Board and Finance (TBF) related to collections activities. This includes the provision of operational support, and liaison with the partnering ministry, as necessary. The Manager is responsible for inter-departmental coordination of service delivery, reporting and issue management as well as the provision of up-to-date information regarding ES as it relates to collections.

The Manager promotes a team environment and is accountable for implementing effective human resource practices. The incumbent builds relationships and facilitates cooperation within the branch, with other government branches and departments, and with clients. The position is responsible for collaborating with divisional management to ensure shared vision for success and consistent interpretation, application, and enforcement of legislation.

The Manager makes decisions on issues or situations not fully addressed by established policy or procedure, responds to issues within an emotionally charged and politically sensitive environment, and must exercise discretion and sound judgment in choosing an approach to resolve and manage these issues effectively. Additionally, the Manager is delegated a number of the Director of ES authorities under the *Code* to effectively manage enforcement activities.

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](#)).

Program Management – Permits/Variances Unit:

- Providing leadership and direction for the processing, prioritizing, analysis and recording of all permitting and variance functions of Employment Standards.
- Developing and maintaining a streamlined and efficient process through which members of the public can apply for a permit or variance.
- Establishing work priorities and determining the level of response required concerning applications for employment standards permits or variances.
- Developing and implementing a work distribution plan for the appropriate assignment of work within the Permits/Variances Unit.
- Exercising delegated Director of ES authorities to effectively manage permits/variance activities.
- Engaging with IMIT, Communications and Public Engagement regarding clear public information regarding the permits and variances process.
- Overseeing the processing and analysis of permit or variance applications.
- Leading the processing and analysis of applications for Minister’s variances including contact with applicants, coordinating with ES Policy and Legislation, and writing briefing notes to the Minister.
- Tracking and reporting on permits/variances data, including analysis of demand for service, response times and industry profiles.

Program Management – Appeals:

- Providing leadership and direction for all appeal processes and the appeal program within ESPD.
- Overseeing a team of appeal officers and subject matter experts accountable for the review of ES files, issues under appeal, representing the director of Employment Standards at appeal hearings and presenting cases to ensure the consistent interpretation and application of the *Employment Standards Code and Regulation*.
- Ensuring the appeals program supports fair and equitable resolution of issues between employers and employees arising from the terms and conditions of employment through effective mediation and dispute resolution.
- Building collaborative relationships with the Labour Relations Board, other branch managers and partner departments and divisions to facilitate the effectiveness of both the Permits and Variances Program and the Appeals program.
- Fostering a culture of performance excellence for the Appeals Team.
- Supporting the branch in meeting its responsibility to set and report on business plan targets that are reflective of Government, Ministry and Department objectives and priorities.
- Identifying and consolidating data for the publication of information related to permits, variances and enforcement action, as per section 136.1 of the Code.
- Developing and implementing the system to facilitate, receive and report on section 137 group termination notices.
- Leading the Appeals team in delivery of a comprehensive, Appeals program for ESPD in support of program and operational excellence, and in accordance with principles of administrative fairness and natural justice.
- Setting performance measures for the Appeals Program, ensuring targets are met and reporting on the unit’s action plan and productivity.

Program Management – Collections:

- Providing inter-departmental coordination of shared services with Treasury Board and Finance (TBF) for collections activities through Memorandums of Understanding and Service Level Agreements.
- Building collaborative relationships with TBF, other branch managers and partner departments and divisions to facilitate effective collections for clients with outstanding ES judgements.
- Overseeing a Collections Liaison to coordinate information and service between ESPD and TBF including process maintenance and improvement, issues identification and reporting.
- Ensuring service delivery standards for collections are met through coordination of information, reporting, issues management and continuous improvement principles.

Human Resources Management:

- Ensuring staff’s health and safety issues are addressed and Division/Department/GOA/health and safety program is implemented and followed.
- Responsible for demonstrating effective leadership. Cultivate an environment conducive to promoting staff morale.
- Leading a team of Appeals Officers, Technical Analysts, Permits Analysts and Administrative staff.

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- Identifying and implementing appropriate human resource and labour relations strategies to address issues including: absences, deals with illness/ leaves, authorizes overtime, identifies staff stress issues & makes referrals to services available to staff, promotes / models positive work-life balance, ensures code of ethics and conduct policies are implemented in daily activity, discipline staff.
- Coordinating training for staff, including orientation to role and position, within ES Programs. Supports ongoing professional development strategies.
- Promoting and providing recognition for positive performance efforts of staff through formal and informal means.
- Integral to creating and supporting a positive / respectful workplace and an environment that motivates and engages staff.
- Implementing appropriate strategies to support officer personal goals/objectives that align with program and division operational plans. Ensuring appropriate performance measurements for staff members are developed and reviewed.
- Developing and implementing competency profiles for staff; ensure consistency with government, department, and program expectations for staff.
- Identifying and documenting performance deficits and strength areas. With staff, develop work plans to enhance skill level / competency to meet standards and monitor progress towards goals. Addressing employee relations issues through clear expectations and appropriate progressive discipline. Keeps Director fully informed concerning significant performance issues.
- Conducting performance reviews with staff. Assisting in providing resources to achieve goals set out in the Personal Performance Agreements/Learning Plans. Consulting on staff performance with Director – Program Services, to ensure salary increase recommendations are consistent within the Program.
- Leading the recruitment process for vacant positions within program area. Working with human resources to define position descriptions, recruiting candidates for ESPD positions, screening candidates, conducting interviews, and assessing personal fit and compatibility to the team and position.

Customer Service and Relationship Management:

- Responsible to address client concerns regarding program services. Assesses situation and identifies potential risk of political exposure, makes decision on next actions required, and takes appropriate action.
- Communicates information on volatile or contentious issues both upward and laterally. Communicates department decision & related legislation to clients on specific concerns and on broader legislative issues.
- Addresses client concerns through clarification of issues, expectations and initiating appropriate response.
- Collaborates with program managers and division management to facilitate sharing of information and commitments to communication strategies.

Program Planning:

- Providing input into the development and implementation of the operational program plans and strategic management issues.
- Coordinating the input from staff when developing program operational plans and communicates plan for implementation.
- Representing ESPD on divisional / departmental committees (i.e., Branch Management Team)).

Budgetary Expenditures:

- Responsible for approving expenses related to a budget of more than \$1 million for the program area. Is accountable for the management of expenditures within budget allotted for the region. Identifies ongoing operational needs (supplies, equipment, materials, training) and addresses these with the Director – Program Services in relation to budget forecast and expenditures.
- Approving expense accounts as the team expenditure officer including: process service requests, utilizing approved vendor services, officer travel.

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](#)).

Knowledge:

- University degree or college diploma in a related discipline is desirable.
- Management theory and experience to lead in the recruitment, development, and performance management of staff.
- Program-planning expertise. A demonstrated knowledge of departmental goals, direction, programs, policies and procedures.
- Departmental human resource and financial management policies, union agreement, and Alberta Government programs/services.
- Comprehensive knowledge of and expertise in applying complaint resolution, inspection and investigation techniques.
- Thorough knowledge of the *Code/Regulation*, policies and procedures to provide guidance to staff.
- Broad knowledge of numerous acts and regulations referenced in the *Code/Regulation* and relevant legislation that impacts the investigation of a complaint.
- Proficient understanding of labour-related case law, jurisprudence, and prosecution procedures/practices impacting operational activities of the business unit.

Skills and Experience:

- Experience working in a complaint-driven or regulatory program.
- Demonstrated management, leadership and/or supervisory experience; practical experience coordinating or leading teams and projects.
- Successful completion of a progressive assignment of responsibilities and accountabilities.
- Superior written and verbal communication skills.
- Excellent supervisory, leadership, interpersonal, coaching and mentoring skills.
- Understands how to strategically prioritize and manage issues.
- Builds collaborative and supportive working environments based on trust and communication.
- Demonstrated commitment to Alberta Public Service vision and values.
- Research and analytical skills in terms of precedents, legislative interpretation, and policy analysis.
- Utilizes effective conflict resolution strategies with internal/external clients.
- Excellent customer service focus and proven relationship builder.
- The ability to promote and work efficiently within a group environment.
- Superior project management skills.
- Sound analytical and conceptual skills and abilities.
- Demonstrated time management and organizational skills.

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](#)).

- Coordinate and organize the Permits/Variations program, including collaboration and consultation with Strategy & Policy, Legal Services, and other divisions regarding Ministerial Variations.
- Facilitate relationships with other government departments, the public, and stakeholders to promote compliance with the *Code* and Regulation.
- Build and sustain a positive and respectful work environment that contributes to the achievement of program goals and staff job satisfaction.

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](#)).

- Ensuring the comprehensive analysis of all factors related to applications for permits and variations, including government and legal precedents, industry and sector particularities, union considerations, vulnerable workers, and government policy.
- Facilitating the resolution of client complaints about staff. Working towards effective relationship building as a means to resolve conflict and elevate staff morale. Effective human resource management is paramount when addressing

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staff issues. Promoting respectful workplaces by demonstrating positive attitudes and behaviours.

- In the absence of established policy or procedure, analyzing situations and coordinating resolution. May require consulting and liaising with senior management, Legal Services or Strategy & Policy.

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		
ES Program Delivery Management Team	Daily	Operational planning and reporting, team building, achieving operational results, ensure communication, coordinate activities.
ES Program Senior Leadership Team	Weekly	Program planning and service delivery issues.
ES Policy & Legislation Division	Monthly/Quarterly	Respond to ministerial inquiries; develop briefing notes and communication strategies.
OHS Policy and Program Delivery	As required	
Legal Services	As required	Facilitate the resolution of ES permit/variance applications and resolve client concerns. Access legal advice, case specific opinions.
Communications	As required	Discuss publications, communication of permits and variance information
External		
Other enforcement agencies (e.g. Human Rights, the Labour Relations Board, Alberta Ombudsman, other ES jurisdictions, federal labour and employment programs)	Weekly/As required	
Employers, employer associations, employees, lawyers, human resources professionals, advocacy groups.		

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 Manager is responsible for the effective and efficient operation of the ES Appeals Program and the ES Permits and Variances Program. The delivery of these programs is integral to the department's ability to meet its legislated responsibilities and operational objectives.
- The Manager establishes an efficient and effective permits and variances system that ensures the timely processing and analysis of approximately 1000 permit and variance applications each year.
- The coordination of these activities involves leadership of ~ 10 staff and liaison with, potentially, the whole branch.
- The Manager is responsible for a contingent of staff members whose permits/variances work has a direct impact on clients and their employees supporting Employment Standards to be successful in delivering services that impact human resource practices in workplaces across the province.
- The Manager is responsible for a team of staff who are required to apply their own expertise and exercise sound analysis and judgment in the furtherance of the development and delivery of a comprehensive and high caliber

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employment standards provincial program.

CHANGES SINCE LAST REVIEW: Identify significant changes, that have impacted the major responsibilities and accountabilities assigned to your position since the last review (See Writing Guide [Page 14](#)).

- The Manager is now responsible for oversight of shared services agreements with another Ministry related to collections activities
- The Manager is no longer responsible for quality assurance across the branch.
- The Manager is no longer responsible for coordination of operational policy or standard operating procedures.

COMPARABLE POSITIONS: List comparable GOA benchmarks (See Writing Guide [Pages 14-15](#)).

Safe, Fair & Healthy Workplaces (SFHW) – Business Integration Branch (BI) – Training Manager
SFHW – BI – Quality Assurance Manager

ORGANIZATION CHART: A current organization chart that includes supervisor, peers and staff MUST be attached. Include whether employee is permanent, wage, temporary or contract and indicate position numbers (See Writing Guide [Page 15](#)).

Signatures

The signatures below indicate that the manager (incumbent) and division director/ADM have read, discussed and agreed that the information accurately reflects the work assigned (See Writing Guide [Page 15](#)).

Incumbent

_____	_____	_____
Name	Signature	Date

Manager

_____	_____	_____
Name	Signature	Date

Division Director/ADM

_____	_____	_____
Name	Signature	Date