

## Update

Ministry

**Describe: Basic Job Details****Position**

Position ID

Position Name (30 characters)

Current 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****Changes Since Last Reviewed**

Date yyyy-mm-dd

Responsibilities Added:

Responsibilities Removed:

**Job Purpose and Organizational Context**

Why the job exists:

the identification and implementation of improvement strategies for key business processes including the advancement of high priority Ministry strategies to build capacity in current and future project and program delivery. The position partners with key business process, operational, and executive leadership across the Ministry in planning for and developing methodologies to continuously improve business processes and/or calibrate inefficient processes. Implementation of strategic improvement plans are managed through engagement of Ministry resources and may include external specialists as required.

## Responsibilities

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

Develop comprehensive, integrated, and coordinated business and workflow management processes to enable efficient and effective management of Continuous Improvement projects and programs.

- Partner with business process leaders, senior, and executive management to identify opportunities for continuous improvement of key Ministry business processes.
- Collaborate with Managers in other areas of the Branch, Division and the Ministry to ensure business processes and systems development and implementation are aligned with Ministry requirements.
- Consult with business process owners to identify opportunities for new and revised processes and systems that will result in the increased effectiveness and efficiency within the Ministry
- Consult with Branch, Division and Ministry representatives to develop solutions and initiatives and lead the implementation and evaluation of approved processes and systems.
- Manage implementation of process improvement strategies by coaching and supporting practitioners in applying strategies to analyze and identify opportunities for improvement in work flows and integration of processes.

Develop business improvement strategies for implementation and support enhancement of Project Excellence delivery capabilities with internal and external stakeholders of Ministry programs and services.

- Consult with DEC, branch managers and “champions” to identify opportunities for development of strategies to enhance Project Excellence delivery across the Ministry.
- Identify and manage linkages to strategic and business planning, the development of relevant tools, succession planning, resource management, business processes and project management.
- Collaborate with information systems specialists to identify technologies, methodologies and practices that enable implementation of Project Excellence service delivery.
- Recommend cost effective, value added technologies and methodologies to address ministry-wide strategies for identifying Project Excellence delivery strategies.

Develop, revise, and enhance operational policies and other documents to comply with legislative, Ministry, and Government requirements and to support continual improvement of Ministry service delivery.

- Collaborate with representatives of branches to develop, document, approve, and regularly review a current inventory of policies, procedures, guidelines, and templates to support compliance with:
  - Office of the Auditor General requirements in relation to the Government Accountability Act, and
  - Division's standards and policy library requirements.
- Contribute business perspective to the development of major policy documents for the division such as the accountability policy for supported infrastructure programs.
- Prepare briefing notes, speaking notes, speeches, and other presentations on PSI delivery or business improvement activities for senior Division and Ministry representatives, including the Assistant Deputy Ministers and Deputy Minister, as required.

Initiate and champion initiatives and strategies that support achievement of the mandate and business goals of the PSI Branch, the Division and the Ministry.

- Develop and implement solid communication practices to ensure the ADM, the Executive Director, Directors and staff are updated on plans and progress with a timely, proactive approach; soliciting input and feedback from stakeholders at each stage of the process.
- Lead development and implementation of transition plans related to large and small scale changes in organization mandate and/or structure.
- Consult with the Director and provide recommendations on issues, opportunities, and challenges associated with PSI Branch mandate and functions.
- Lead and manage cross-Divisional teams to achieve the ADM and Executive Management goals and objectives.
- Collaborate with Ministry staff to ensure coordination and integration of business improvement and Project Excellence functions and efficiency in delivery of services
- Facilitate focus groups to identify problems and find possible solutions for ways for Branch, Division, and Ministry staff to work more efficiently.

Effectively manage Program Support resources to ensure the delivery of coordinated operations and outcomes.

- Manage staff (i.e. recruitment, development of performance agreements and learning plans; performance evaluation, etc).

Introduce initiatives and implement actions to align PSI Branch services with the strategic and operational requirements of the Division.

- Coordinate human resource initiatives including ensuring updated position descriptions, orientation tools for new staff, identification of divisional learning needs, etc.
- Coordinate implementation and ongoing administration of staffing process directions within the Branch and Division; collaborating with Human Resources to develop recruitment advertisements, screen application, participate as a panel member in interviews, and contribute to the evaluation of applicants.

Act as a key member of PSI Branch management team, providing support and recommendations to the Executive Director and team members, and participate in Branch and Divisional planning initiatives.

## Problem Solving

Typical problems solved:

This position is required to utilize innovative operational planning skills to implement and deliver business improvement and Project Excellence delivery programs. The position requires excellent collaboration and problem solving skills to address challenges and provide creative solutions. The role requires thoughtful, informed judgement given the politically sensitive nature of information dealt with and sensitivity to the complex relationships that exist between the Branch, Division, Ministry, other departments, clients, and stakeholders.

Difficult or challenging situation typically handled or resolved by the position include:

- Developing processes, systems, and methods to collect, review, and evaluate information from branches/divisions to ensure consistent and unified business improvement, project and strategic initiatives delivery, and issues management within the Ministry.
- Developing Policy and Strategic Initiatives and Project Excellence documents and reports for submission at senior levels.
- Determining the relevance of emerging issues and importance of information gathered through research, analysis, and consultation processes and deciding which information needs to be advanced to senior Ministry decision-makers.
- Prioritizing requests from various branches for new initiatives; initiatives are typically multi-faceted and interdependent, with this position required to continually re-assess priorities and adapt to new situations.
- Communicating Division input and perspectives to Ministry committees and working groups, balancing occasionally varying or conflicting perspectives with the requirement for alignment with Ministry decisions and directions.
- Building and maintaining partnerships with Branch, Division, Ministry, Government, and stakeholder representatives to support integration of Branch/Division business with Ministry and Government directions.
- Reviewing existing business processes, systems, and tools to identify opportunities to re-engineer or develop new processes and implementing new tools that create efficiencies and contribute to continual improvement.
- Researching, investigating and considering internal and external business process improvement best practices for recommendation or implementation.

Types of guidance available for problem solving:

Guidance and support for problem solving is available by the Director and other department leaders, as well as policy, legislation, and ministry business goals. The Director also provides guidance on expected outcomes and priorities, and may help support the most complex problem solving. The Manager is delegated significant authority to determine approaches to responsibilities and provide leadership and coordination to assigned activities. This includes developing relationships with colleagues, stakeholders and partners; identifying emerging issues, trends, and opportunities; and developing integrated approaches to information management for the Division.

Direct or indirect impacts of decisions:

The work carried out is diverse, complex, and frequently affected by political decisions and priorities established in the Government and Ministry strategic business plans. As a member of the Corporate Strategies and Services Division, this position has a shared responsibility for achieving corporate strategic goals and outcomes and contributing to the achievement of relevant Ministry and Government goals. This position is directly accountable for planning, developing, and delivering business improvement and Project Excellence initiatives to ensure coordinated and uniformed information is readily available for the senior Ministry representatives, clients, and stakeholders, with associated issues identified and recommendations and solutions proposed. All clients and stakeholders require assurance that information and advice by the Manager is sound, reliable, well-researched, and comprehensive. Key operational and strategic business decisions are made based on the advice of this position.

Position has key responsibilities relating to the development of innovative approaches to enhance and improve business and operational processes for the Ministry to develop new and revised processes and systems to meet strategic business and operational needs. In addition, this position is relied on to coordinate Branch, Division, or Ministry input to cross-government initiatives as required.

Outcomes of initiatives and programs have direct impact on workforce efficiency and effectiveness in delivery of services provided by branches; i.e. in terms of enhanced program and service delivery and consistency of business processes.

Information compiled, analyzed, and presented by the Manager is used by the Ministry leadership team to develop strategic plans and make decisions pertaining to responses and direction. A coordinated and unified approach to business process improvement, project delivery and other key initiatives within the Ministry results in improved efficiencies and reduced costs and ensures compliance with legislation and policy requirements. Ultimately, this impacts the Ministry's ability to effectively and efficiently deliver services to Albertans.

## Key Relationships

Major stakeholders and purpose of interactions:

### Internal

SIO Assistant Deputy Minister - Receive and respond to specific requests and provide support for special projects.

SIO Executive Directors and Directors - Receive and respond to specific requests and provide support for special projects.

Ministry Senior and Executive Management - receive and respond to specific request or project status conferencing, coordinate and contribute to business improvement and asset management delivery processes, provide advice and recommendations, exchange information, identify and resolve issues.

Division and Ministry Representatives, including Executive Management and Human Resources - Exchange information; identify, research and resolve issues; collaborate on projects and initiatives; discuss best practices; consult on project and document development; define and respond to information, business, and operational requirements; gain acceptance and commitment for initiatives.

### External:

Representatives from other Government Departments - Exchange information on business process, frameworks, lessons learned and benchmarking.

Consultants - Collaborate on projects and initiatives; exchange information and best practices; consult on development of projects and documents; encourage innovation and cooperation; gauge and build support for initiatives; develop partnerships and collaborative working relationships.

## Required Education, Experience and Technical Competencies

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

If other, specify:

Lean Six Sigma Black Belt

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

Requirements for the role include:

- University degree in a business or related discipline along with 6 or more years of project management and related experience is required. Equivalencies will be considered.
- Experience leading cross-functional teams with a minimum of 2 years people management experience as a direct supervisor.
- Lean Six Sigma Black Belt certification by an internationally reputable organization. Alternatively, Black Belt certification by an internationally reputable organization with a minimum of 5 years Black Belt experience running LSS projects internal to an organization. Master Black Belt would be an asset.
- A minimum 6 years of combined leading, deploying and coaching process improvement projects using Lean Six Sigma, and other business improvement principles.
- Ability to coach business improvement practitioners in using statistical data analysis, process improvement tools, facilitation, and change management.
- Proven ability to develop and sustain a positive, productive work environment, and to build consensus.
- Exceptional verbal, written, listening, and interpersonal skills.
- Demonstrated ability to facilitate complex meetings/discussions
- Ability to independently balance multiple and varied priorities.

Assets to the role include:

- Exceptional change management and leadership skills and experience leading change initiatives. Change Management certification is an asset.
- In depth understanding of project management programs, processes, and techniques.
- Experience in consulting with senior managers and officials within the public sector.
- Ability to apply critical and strategic thinking, and research methodologies.
- Creative problem solving with sound judgement and decision making.
- Demonstrated ability to network and develop and maintain productive and collaborative working relationships.
- Strong analytical, organizational and time management skills.

### 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"/>	Takes a long-term view towards organization's objectives and how to achieve them: <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>	This position is directly accountable for determining opportunities for continuous business improvements that will support the overall strategic goals of the Ministry.
Creative Problem Solving	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Engages the community and resources at hand to address issues: <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>	Conceptual, analytical problem solving skills are needed in this role to integrate the needs of diverse clients and stakeholders to produce deliverables that are sustainable and meet business needs.
Agility	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Identifies and manages required change and the associated risks: <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</li> </ul>	This position must be adaptable to respond to effectively to the changes in the business environment.

		<p>mitigates emotions of others</p> <ul style="list-style-type: none"> <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>	
Drive for Results	○ ○ ● ○ ○	<p>Takes and delegates responsibility for outcomes:</p> <ul style="list-style-type: none"> <li>• Uses variety of resources to monitor own performance standards</li> <li>• Acknowledges even indirect responsibility</li> <li>• Commits to what is good for Albertans even if not immediately accepted</li> <li>• Reaches goals consistent with APS direction</li> </ul>	<p>This position must have leadership skills, including the ability to influence others.</p>
Develop Networks	○ ○ ● ○ ○	<p>Leverages relationships to build input and perspective:</p> <ul style="list-style-type: none"> <li>• Looks broadly to engage stakeholders</li> <li>• Open to perspectives towards long-term goals</li> <li>• Actively seeks input into change initiatives</li> <li>• Maintains stakeholder relationships</li> </ul>	<p>The manager must have influencing skills to promote innovation and continuous improvement, build consensus and motivate others.</p>
Build Collaborative Environments	○ ○ ● ○ ○	<p>Collaborates across functional areas and proactively addresses conflict:</p> <ul style="list-style-type: none"> <li>• Encourages broad thinking on projects, and works to eliminate barriers to progress</li> <li>• Facilitates communication and collaboration</li> <li>• Anticipates and reduces conflict at the outset</li> <li>• Credits others and gets talent recognized</li> <li>• Promotes collaboration and commitment</li> </ul>	<p>Relationship building and management with conflict resolution skills , including the demonstrated ability to consult and negotiate with clients with varying and occasionally conflicting perspectives, expectations and environments is crucial for this position.</p>
Develop Self and Others	○ ○ ● ○ ○	<p>Plans according to career goals and regular development:</p>	<p>Build on the skills of others to create results. Coach and mentor others</p>

