

## Update

Ministry

Municipal Affairs

## Describe: Basic Job Details

## Position

Position ID

Position Name (30 characters)

Business Planning Analyst

Supervisory Level

## Employee

Employee Name (or Vacant)

Division, Branch/Unit

TCS, Corporate Strategic Services

☒ Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

## Design: Identify Job Duties and Value

## Changes Since Last Reviewed

Date yyyy-mm-dd

2025-12-16

Responsibilities Added:

Clarified responsibilities around internal communications and creating processes that foster collaboration across the ministry, ensuring divisions are aligned and informed about the ministry's strategic direction and priorities. Clarified the role includes facilitation and engagement with ministry staff.

Responsibilities Removed:

n/a

## Job Purpose and Organizational Context

Why the job exists:

Primary responsibilities include:

- Supporting the successful completion of all deliverables required to support the annual business planning cycle, including development of the ministry business plan, operational plan, risk register (ERM), performance metrics, annual report, Executive Team strategic planning meeting materials, and other

- planning and reporting products.
- Supporting the development of frameworks, guidelines, project management plans, and templates used to track and guide the ministry's strategic planning and reporting processes.
- Working with divisions to ensure alignment between the various planning and reporting processes. (e.g., performance metrics included in the ministry's business plan and annual report.)
- Conducting research into and identifying issues and trends (environmental scanning) and risks (enterprise risk management) that may have an impact on the ministry's ability to meet its priorities.
- Assisting in the planning of Executive Team strategic planning meetings, through consultation with divisional areas and the Deputy Minister's Office.
- Acting as a cross-ministry liaison by coordinating ministry strategic planning and reporting through the Business Planning Committee members.

## Responsibilities

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

### Strategic Planning

- Supports the development of frameworks, guidelines, project management plans, and templates for use in the ministry's strategic planning and reporting processes. This includes creating processes that foster collaboration across the ministry, helping to reduce silos, enhance transparency and educate staff about ongoing work and initiatives.
- Conducts research to explore best practices relating to business planning, annual reporting, operational planning, performance measurement, enterprise risk management, and environmental scanning. This research includes examining what is being done in other government ministries and other provincial jurisdictions.
- Supports the development of materials for Executive Team strategic planning meetings, including drafting, compiling and editing input from all divisional areas. Effective internal communication processes are essential to ensure that all divisions are aligned and informed about the ministry's strategic direction.
- Supports the Chair of the ministry's Business Planning Committee (BPC), through the development of agendas and supporting materials, taking minutes and participating as a member of the BPC by leading topics as required. This role involves facilitating communication and collaboration among committee members to ensure that strategic planning efforts are cohesive and well-coordinated.

### Business Plan and Annual Report Development

- Contributes to the design and development of public accountability documents in consultation with the ministry's leadership team, ensuring the plans adhere to government business planning standards and timelines, established by Treasury Board and Finance (TBF).
- Works with the ministry's Business Planning Committee and other ministry staff, providing guidance and engaging with staff to ensure information meets general disclosure principles, and the government's requirements and timelines.
- Develops initial project management plans, integrating continuous improvement based on the previous year's reporting cycle and direction from the Manager.
- Monitors trends and potential issues for the ministry's business and identifies potential impacts to be considered during the development of the business plan.
- Drafting the business plan and annual report involves several rounds of approvals and edits, culminating in significant approval steps, including deputy minister and minister approval. This position is responsible for:
  - developing the initial draft and refining it collaboratively through the Business Planning Committee,
  - facilitating multiple rounds of refinement to create a unified report, ensuring consistency and coherence,
  - conducting substantive copy and line editing at various stages of production,
  - creating presentation materials to support approval briefings.
- Responsible for information management on multiple platforms and updating the ministry Annual Report Style Guide.
- Develop comprehensive briefing materials to support the Minister or Deputy Minister during Committee of Supply or Public Accounts, ensuring they are well-prepared to articulate the business plan and annual report effectively, and respond thoroughly to the questions from the committee members.

### **Operational Planning**

- Supports the operational planning process, including development of the Deputy Minister's annual performance agreement; development of Executive Team priorities; and monitoring the key work identified in the ministry business plan.
- Provides guidance and direction to the divisional business planning representatives on their input into operational planning documents.

### **Performance Measurement**

- Works with ministry staff on the development, review, and reporting of meaningful performance metrics for the business plan and annual report.
- Ensures the performance metrics in the ministry business plan and annual report meet requirements and best practices established by Treasury Board and Finance, and the Office of the Auditor General.

### **Environmental Scanning**

- Supports the development of an environment scanning process for the ministry, including identifying opportunities where strategic scanning would add value for decision-makers (Minister, Deputy Minister, Executive Team, or Executive Directors).
- Monitors trends/business issues and identifies potential impacts for consideration during the preparation of the ministry environmental scan.
- Assists in the analysis of environmental scanning work to identify key trends and issues that may impact the government and/or the ministry and its stakeholders.
- Prepares the ministry's environmental scan report in consultation with management staff, using the outcome of analysis and strategic forecasting initiatives within the ministry.
- Supports the planning, development, and facilitation of strategic planning sessions with leadership to validate the environmental scan reporting and facilitate conversations to support risk mitigation discussions.
- Ensures environmental scanning contributes to business plan, policy development and ministry program evaluations.

### **Enterprise Risk Management (ERM)**

- Supports the ministry's ERM process, coordinating divisional updates to the risk register, through identification of key strategic risks, evaluation of likelihood and consequences of risks, identifying mitigating actions, and regular evaluation.
- Prepare the risk register for Executive Team review.

### **Provide support to the Manager**

- Assists with the development and implementation of communication strategies that effectively inform staff about projects, goals and achievements. This includes developing engaging content, presentations and recordings so staff understand how their roles align with strategic objectives and reporting processes.
- Assists with the compilation of key briefing materials and projects for senior management and the Minister.
- Assists with the development of responses to Action Requests as required.
- Monitors cross ministry committee activities and publications to stay current and alert for opportunities to link to ministry activities.
- Provides support and assistance on other Branch projects when required.
- Provides editing/writing/style continuity support when needed, to achieve a common voice for the ministry, and when engaging with ministry staff to provide guidance and assist with the development of divisional content.

### **Problem Solving**

Typical problems solved:

- This position requires effective leadership, analytical, and problem-solving skills to respond to sensitive, diverse and complex issues pertaining to business planning and reporting for the ministry.
- The analyst is assigned initiatives based on the ministry's priorities, which requires the ability to work well with diverse teams in the ministry. Each initiative has its own subject matter experts, timelines, challenges, relationships, and deliverables, all of which must be monitored to ensure that appropriate supports and advice are provided to foster quality planning and reporting methods, and alignment to

- broader ministry priorities. This position helps the ministry to consider current and longer-term impacts.
- The position provides comprehensive services, including research, analysis, consultation, and project management to enhance the core processes of the business planning cycle. There is an expectation that all information and associated analysis provided is substantiated, comprehensive and reliable. There is a need for proper political acumen, understanding of audience, focus, and attention to detail. There may be times when staff providing information require support such as more time to submit, additional information or training.
- The position must:
  - Demonstrate excellent organization and time management skills, and readily assess and adapt to changing priorities while maintaining resilience and working effectively in changing environments.
  - Consider broader impacts, connections and emerging trends when providing information, analysis and recommendations in the development of policies.
  - Use excellent interpersonal skills and strong communication skills to build networks and trusting relationships with colleagues and key stakeholders, and contribute to conditions that allow people to work collaboratively.
  - Use creativity and collaborate with ministry staff to provide advice and recommend innovative solutions to senior management and/or external stakeholders.
  - Be highly self-motivated requiring minimal direction to drive for results.
  - Conduct accurate research and analysis of information relevant to decision making and planning activities, as decisions may be made based on the information presented by the position.
  - Apply project management philosophies, tools and skills to plan and coordinate key initiatives and deliverables.
  - Develop high-quality deliverables and reports aligned to the needs of decision makers.

Types of guidance available for problem solving:

The types of guidance available for day-to-day job duties include:

- Applicable government and ministry legislation, regulation, policies, standards, directives and procedures, such as:
  - Sustainable Fiscal Planning and Transparency Act* and the *Auditor General Act*;
  - Business Plan and Annual Report Standards (Treasury Board and Finance);
  - Government of Alberta visual identity guidelines; and
  - Department and GoA strategic and operational planning and reporting processes and frameworks.
- Templates for completing documents.
- Historical records that provide previous research, examples and best practices.
- Regular conversations with the Manager, Director, and other departmental experts with subject matter expertise.
- Typically, assignments require the application of theoretical knowledge and extensive experience to identify the problem or issue and develop innovative and creative solutions. The outcome is not always known.
- Strategic direction is obtained from the Director, Executive Director and other senior leadership within the divisions and ministry.

Technical and professional techniques and processes may also be available, for example:

- Canadian Evaluation Society program evaluation standards;
- Performance management and evaluation approaches, tools and theories; and
- Project management, change management and process management theory and practices.

Direct or indirect impacts of decisions:

- This position reviews and recommends approval of key products and services delivered by the branch related to business planning and reporting. This includes performance measurement to ensure that standards, policy, procedures, processes are met, and that judgment exercised is reasonable and based on strong rationale. The result of this work can have significant resource and cost implications as well as lead to changes to ministry business processes, ongoing work, initiatives and control activities. This position also ensures that products and services delivered by the branch will pass an audit/review by the Office of the Auditor General.
- Creating a key accountability document for Albertans is crucial. It provides transparency and

demonstrates the ministry's commitment to accountability and good governance. the business plan and annual report help Albertans understand how decisions are made, how resources are allocated, and how the ministry's performance is measured and evaluated. It fosters trust and confidence in the ministry's ability to deliver on its promises and meet its obligations.

- Flexibility and adaptability are required to adjust and respond to the needs of each division in a timely manner. The analyst proactively identifies issues that have implications for the ministry, and collaborates to respond to issues in a way that addresses the broader agenda for the ministry. These issues can be multi-faceted, complex, and sensitive, with differing perspectives for resolution.
- Inaccurate reporting could have consequences on future programs and services offered to stakeholders, such as program closures, funding or grant delays, inefficient service delivery, or inaccurate/misleading information. This could impact the ministry's and the Government of Alberta's credibility.
- Incomplete or poorly designed business, operational, and strategic goals/plans would negatively impact service delivery, hinder the ability to meet program demands, and affect the delivery of mandated or legislative requirements, such as the annual report and business plan.
- Lack of collaboration and information sharing could result in disjointed or incomplete information, which would negatively impact decision-making, and consequently, service delivery, staff or financial resources.
- Lack of establishing and maintaining effective working relationships with a wide variety of colleagues and stakeholders would limit opportunities for alignment of work and cause misinformed decision making.
- Stakeholders and colleagues may lose confidence in the ministry's ability to deliver services.

## Key Relationships

Major stakeholders and purpose of interactions:

- Manager, Business Planning and Reporting: Provide regular updates and raise awareness to emerging issues identified risks, and proposed resolution of issues; receive direction.
- Director: Provide information on project progress, as required.
- Division Representatives: Delivers information, obtains input/feedback, collects data, asks questions, and provides support and training as needed. Gather and synthesize information for plans and reports.
- Executive Team: Provide briefings and recommendations to support decision making; request approval on annual and project deliverables and provide status updates throughout the year.
- Cross-ministry teams: Represent the ministry on planning and reporting projects, clarify standards and reference material, and provide input/feedback for GoA planning and reporting documents.

## Required Education, Experience and Technical Competencies

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

If other, specify:

An undergraduate degree in a relevant field.

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

### Knowledge

- GoA planning and reporting processes and accountability frameworks, including business and strategic planning, operational planning, performance measurement, environmental scanning, and enterprise risk management.
- Applicable government and ministry legislation, regulations, policies, directives, and guidelines.
- Strategic business and operational planning, and performance measurement theories, principles, methodologies, and techniques.
- Enterprise risk management concepts and techniques, including identification, analysis, mitigation, and reporting of risks.
- Strategic policy development and the GoA's policy development and decision-making processes.
- Strong knowledge of Municipal Affairs' programs.

### Skills:

- Proficiency in Microsoft 365 tools, including Teams, SharePoint, and OneDrive, for effective collaboration and document management.
- Strong teamwork and interpersonal skills to build and maintain collaborative relationship across diverse teams and stakeholders.
- Adaptability to evolving technologies, workflows, and organizational priorities, ensuring responsiveness to

dynamic environments.

- Continuous learning mindset to stay updated on new technologies, tools, and methodologies relevant to the role.
- Effective communications skills, both verbal and written, for articulating complex ideas clearly and fostering understanding among technical and non-technical audiences.
- Initiative and proactive problem-solving abilities to address challenges and anticipate needs within the organization.
- Experience in facilitating meetings and workshops, including using M365 tools to enhance engagement and productivity.
- Organizational and time management skills to prioritize tasks and manage competing deadlines effectively.
- Critical thinking, quantitative research, and analytical skills to leverage data and insights for informed decision-making. A strong attention to detail is paramount.
- Ability to adapt and respond effectively and accurately in a fast-paced and changing environment.

#### Education:

- University degree in business, public administration, economics, or a related area.
- Equivalency: related Master's degree and some related experience.

#### 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"/>	<p>Takes a long-term view towards organization's objectives and how to achieve them:</p> <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>	<ul style="list-style-type: none"> <li>• Able to connect the big picture and apply a broad view to deliver on department's deliverables and priorities. This is particularly important in developing documents such as the strategic and business plans, where knowledge of how the outcomes, objectives, actions, challenges and opportunities intersect is valuable.</li> <li>• Demonstrates the ability to foresee long-term risks, extrapolate information from various sources and reports, and distill information from multiple and diverse sources into realistic opportunities to overcome challenges in achieving long-term goals. Can successfully support the manager to achieve objectives,</li> </ul>

			overcome challenges and identify opportunities to strengthen future projects by implementing long-term, measurable change management solutions.
Agility	○ ● ○ ○ ○	<p>Works in a changing environment and takes initiative to change:</p> <ul style="list-style-type: none"> <li>• Takes opportunities to improve work processes</li> <li>• Anticipates and adjusts behaviour to change</li> <li>• Remains optimistic, calm and composed in stressful situations</li> <li>• Seeks advice and support to change appropriately</li> <li>• Works creatively within guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Able to pivot and manage workload due to changes in priorities and timelines, maintain resiliency, and work effectively in times of uncertainty.</li> <li>• Takes initiative, adapts to unforeseen circumstances, and display a positive attitude toward the work and teammates.</li> <li>• Proactively seeks opportunities for improvements by implementing creative and efficient changes to processes.</li> <li>• Able to anticipate obstacles to change, plans next steps and stays focused on goals even in stressful situations.</li> </ul>
Drive for Results	○ ● ○ ○ ○	<p>Works to exceed goals and partner with others to achieve objectives:</p> <ul style="list-style-type: none"> <li>• Plans based on past experience</li> <li>• Holds self and others responsible for results</li> <li>• Partners with groups to achieve outcomes</li> <li>• Aims to exceed expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Works with program areas to deliver high-quality products for Albertans within defined timelines and standards.</li> <li>• Supports team members to ensure that goals and objectives are collectively achieved.</li> <li>• Knows what outcomes are important and maximizes resources to achieve results that are aligned with the goals of the organizations, while maintaining accountability.</li> </ul>

Develop Networks	○ ○ ● ○ ○	Leverages relationships to build input and perspective: <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>	<ul style="list-style-type: none"> <li>• Works with divisions to deliver high-quality products for Albertans within defined timelines and standards.</li> <li>• Supports team members to ensure that goals and objectives are collectively achieved.</li> <li>• Proactively builds networks, establishes credibility and builds trust with different stakeholders.</li> <li>• Seeks to understand the perspectives in collaborating with stakeholders and, utilizes network to articulate and achieve departmental outcomes.</li> </ul>
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## Benchmarks

List 1-2 potential comparable Government of Alberta: [Benchmark](#)

024PS10 - Policy Advisor

024PS60 - Senior Planning Officer

[https://www.alberta.ca/system/files/custom\\_downloaded\\_images/psc-benchmarks-program-services.pdf](https://www.alberta.ca/system/files/custom_downloaded_images/psc-benchmarks-program-services.pdf)

## Assign

The signatures below indicate that all parties have read and agree that the job description accurately reflects the work assigned and required in the organization.

\_\_\_\_\_  
Employee Name

\_\_\_\_\_  
Date yyyy-mm-dd

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Supervisor / Manager Name

\_\_\_\_\_  
Date yyyy-mm-dd

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Supervisor / Manager Signature

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Director / Executive Director Name

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Date yyyy-mm-dd

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Director / Executive Director Signature

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ADM Name

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Date yyyy-mm-dd

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ADM Signature

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