

New

Ministry Public Service Commission

Describe: Basic Job Details

Position

Position Number		Working Title (30 characters) Advisor, Agency Recruitment	
Requested Class			
Job Focus		Supervisory Level	
Business Unit	Dept ID	Program Code	

Employee

Employee Name (or Vacant)

Organizational Structure

Division, Branch/Unit Public Agency Secretariat, Strategic Services and PAS		☒ Current organizational chart attached?
Supervisor's Position Number	Supervisor's Working Title (30 characters)	Supervisor's Current Class

Design: Identify Job Duties and Value

Job Purpose and Organizational Context

Why the job exists:
The Public Agency Secretariat (PAS), Public Service Commission, establishes standards and requirements, and promotes and monitors the implementation of good public agency governance, recruitment, and appointment practices for agencies, boards and commissions (ABCs). This includes ensuring adherence to legislation and policy e.g. *Alberta Public Agencies Governance Act* (APAGA); *Reform of Agencies, Boards and Commissions Compensation Act* (RABCCA); best practices established through policy.

Public agencies account for almost half of the government expenditures and it is imperative that public agencies are accountable, transparent, and effective in their roles and mandate for Albertans. PAS has a critical role in ensuring that requirements, processes, and mechanisms are in place for an effective, efficient, public agency delivery system for Albertans. To reinforce the commitment to ensuring that public agencies are effectively performing at the highest standard for Albertans, in July 2019, the Premier approved the establishment of a centralized recruitment function through PAS, for implementation on September 1, 2019.

In collaboration with departments, Ministers' Offices, the Premiers' Office, and public agencies, PAS provides a centralized recruitment program to create efficiencies and increase the effectiveness of board recruitment and governance. This is achieved through:

- Strengthening processes to identify candidates whose competencies meet board needs.

- Reducing timelines, increasing consistency and certainty on processes, and standardizing recruitment and appointment processes across departments and ABCs.
- Increasing quality of data collection, tracking, and analysis to inform additional efficiencies.
- Informing a strategic approach to further increase the effectiveness of board governance e.g. board structure, review of boards

Reporting to the Director, the Advisor, is an expert corporate resource in establishing and informing best practices in the development and implementation of a consistent and coordinated centralized recruitment program across the Government of Alberta (GoA). The Advisor collaborates directly with representatives from public agency boards, departments across government, Ministers' Offices, and the Premiers' office in:

- Providing advice and direction throughout the development and implementation of centralized recruitment process for public agency boards;
- Leading a portfolio of recruitments for departments and public agencies;
- Managing and resolving issues;
- Establishing best practices and strategies that impact departments and ABCs;
- Supporting departments and public agency boards in understanding and aligning to government's policy direction to improve governance, accountability, and transparency;
- Leading and participating in a range of initiatives and projects to support the successful development and implementation of the centralized recruitment program; and
- Influencing, developing, and integrating change management approaches into the program and initiatives to support those impacted, including ABCs and departments/Ministers' Offices, in understanding and embracing centralized recruitment.

Responsibilities

Job outcomes (4-6 core results), and for each outcome, 4-6 corresponding activities ([sample policy research job](#)):

1. Develop strategic recruitment approach(s) to strengthen the centralized recruitment program

Developing policy and procedures:

- Provide direction, leadership, and advice to identify challenges/opportunities.
- Utilize learning's from implementation and best practices across Canada, to inform the development of policy and procedures and further strengthen centralized recruitment program e.g. contacting provinces and territories across Canada to obtain information on management of areas such as social media checks, and structures used for recruitment of ABCs.

Evaluation:

- Evaluate recruitment activities to identify increased effectiveness and efficiency of service delivery, to strengthen board governance e.g. develop logic model; identify areas requiring tracking to inform collection of baseline information.

Issues management:

- Manage complex issues and challenges, and optimize opportunities to ensure a streamlined strategic approach for recruitment is developed that influences the operationalization and implementation of the process for the department and the public agency.
- Ensure issues are escalated as required through informing the Director, and Executive Director (as required) regarding politically sensitive issues, associated risks, and options that inform program approaches to support agencies and departments in all recruitment activities e.g. some Ministers' Offices are unable to be involved in recruitment activities, and although this is a requirement of policy, options need to be developed to ensure that accountability and coordination continue to occur while supporting the department and Minister's Office in working with constrained and limited resources.
- Develops solutions that often require agility, high level political acumen, and responsiveness to ensure the success of the recruitment approach and program.

Systemic trends:

- Identify systemic trends and patterns to inform the effectiveness of the centralized recruitment program e.g. trends may include need to increase effectiveness of recruitment meetings; quality of applicants being considered for public agency boards.
- Apply a systems level thinking approach to identify impacts, interconnectedness, and unintended consequences between programs and policies associated with recruitment, that impact departments and ABCs across the GoA. The

intent is to develop innovative approaches to leverage learnings, manage issues, and create solutions, and this includes anticipating stakeholder reactions.

2. Develop and maintain collaborative relationships across the GoA and with public agencies

Provide leadership and direction:

- Through collaboration with departments, provide leadership and direction that informs best practices in recruitment and further impacts the effectiveness of public agency governance e.g. informing how public agency boards can develop practices to support succession planning and utilize this information in recruitment; developing an alternate approach for departments such as Health, where the Minister's Office is not involved in the recruitment team meeting, and the Premier's Office is involved instead to inform the process.
- Develops relationships with departments and public agencies to identify and understand the board governance requirements and strategic and operational requirements to ensure the right people with the right skills are appointed to the public agency boards.

Responsiveness:

- Being responsive to the needs of Ministers/Deputy Ministers, departments, and public agencies in meeting the recruitment needs of agency boards, including direct appointments. Agility is critical in supporting the recruitment team in adjusting approaches to meet the recruitment needs for the ABCs e.g. the public agency may indicate they want to pursue through recruitment through an external firm, and may have initiated this, however, the use of firms is no longer supported. A collaborative approach is required to manage the issues, be responsive, and work within policy.
- Engage department staff and other key stakeholders to determine how PAS can best support ministries and ABCs in implementing best practices for recruitment for public agency boards, including direct appointments e.g. the Office of the Auditor General recommended increased involvement of ABCs in recruitment; as a result, the Advisor may host a pre-meeting to ensure a thorough understanding of the requirements of recruitment, as well as identify what has worked or hasn't worked for the ABC in the past, thus informing best practices.

Communication and interpersonal skills:

- Develop and maintain positive and collaborative relationships with key individuals across government and within public agencies, to ensure departments and their agencies are better informed about policies, programs, and directions involving related recruitment processes and compensation frameworks e.g. this includes developing communication materials, key messaging for Ministers and departments, and informing/coordinating consistent messaging from the department and PAS to the agency.

3. Lead a portfolio of ABC recruitments to ensure they completed on time and within scope

Lead a diverse range of activities associated with the successful development and implementation of the recruitment function. This includes coordination of the development of approaches to address recruitment needs of ABCs e.g. determining whether direct appointment based on previous or similar recruitments can occur; whether a pre-planning meeting should occur with all stakeholders, including Executive Search and the public agency representatives; completion of all required documentation to support the recruitment from the plan to agreeing to competencies.

Priority planning:

- Collaborate with ABCs and department representatives to proactively identify and scope recruitment needs for the public agency to develop and implement effective sourcing strategies.
- Identify placement priorities and inform approaches to manage recruitment needs of public agency boards. This includes overseeing any related activities and initiatives to inform a coordinated approach. These activities include tracking and managing potential vacancies; prioritizing and coordinating current and upcoming ABC vacancies, including tracking timelines and procedures to ensure an efficient and effective process.

Developing recruitment sourcing strategies:

- Develop talent sourcing strategies for the ABC based on the public agency's culture and operational needs, including identifying competencies and gaps that may be required to increase the effectiveness of the board governance. This includes identifying the optimal approach for an efficient, timely, responsive, and effective recruitment approach through providing strategic advice, direction, recommendations, and consultation to departments, public agency boards, Ministers' Offices, and Premier's Office e.g. identifying similar recruitments occurring that could be leveraged; addressing issues such as the chair wants to be reappointed and involved in recruitment, but this direction isn't supported and a strategy is needed to manage the competing approaches.
- Through collaboration with the department, Minister's Office representatives, the Premier's office representative (when applicable), Executive Search, and the ABC representative, lead the development and implementation of the strategic and operational recruitment approach for the public agency boards e.g. timing of the recruitment and

integration or coordination with other similar recruitments; approach to recruitment such as posting, reappointment, or nomination; ensuring representatives are involved to inform the approach utilized.

Applying legislation and policy:

- Provide clarification and/or interpretation of public agency governance policy and legislation impacting board governance and recruitment, and ensure a shared understanding of all those involved. This specifically includes applying the relevant legislation, regulations, policies, and principles, that govern and inform the public agency's mandate and governance of the board.

Initiating and implementing the recruitment approach:

- Develop, coordinate the completion, and facilitate the review of the recruitment materials both prior to, at the recruitment team meeting (may involve department representatives, Ministers' Offices, Premier's Office, ABC representatives, etc.), and following the meeting to ensure approval and successful implementation. This also includes managing issues and escalating issues involved in implementation to the Director, and Executive Director when required, to ensure successful implementation e.g. recruitment plan is followed and timelines are adhered to.

Project management (specific to recruitments):

- Through leadership and collaborative team effort, apply project management functions to ensure each recruitment file is completed on time and within scope.

4. Lead the development of processes, tools, and resources to operationalize policy

- Develop policies and procedures related to centralized recruitment e.g. social media checks, recruitment plan.
- Inform the evaluation approach for centralized recruitment to ensure a commitment to continuous improvement is implemented and the program is continually strengthened.
- Prepare guidelines, policies and procedures, and tools such as the competency matrix/competencies, that can be utilized across departments and with ABCs. This also includes collaborating across the departments and with ABCs in completing board profiles, and position profiles etc. in preparation for the initial recruitment meeting.

5. Lead initiatives and projects to further strengthen the development and successful implementation of the centralized recruitment program

- Lead, participate, and collaborate both internally in the Public Service Commission and across the GoA, as well as with public agencies as required, to develop strategic and operational initiatives that address challenges impacting recruitment, as well as inform the programs effectiveness e.g. identify approaches to link succession planning to recruitment policy and program delivery.
- Ensure initiatives are completed on time and in scope e.g. develop competency based assessment methodologies and models for application across the GoA and with all ABCs.
- Develop project charters and implementation plans for initiatives. This includes scoping out the work required, identifying those that need to be involved etc.

Problem Solving

Typical problems solved:

- Complex problems associated with prioritizing and developing recruitment approaches that meet the needs of the ABC, the department, Minister's Office, and Premier's Office, while adhering to the standards, policies, and legislation impacting board governance.
- There are often competing views among those involved, which may be contrary to the policy or legislative requirements. The ability to navigate, provide direction, and be politically sensitive to the competing views and needs, is critical in approaching the recruitment needs.

Example: Chair of the board sends a letter to the Minister requesting approval to proceed with both reappointments and recruitment to vacancies. However, the department no longer supports the reappointment or vacancies as the board size may be reduced. Further, Premier's office has provided some direction that their may be issues involved in the board's ability to be effective in their governance, and the Minister may be reviewing the board membership.

Example: An ABC connects with multiple staff in the department from the Deputy Minister's Office to the ADM, the Minister, and PAS to request confirmation to proceed with recruitment. Additional changes are being considered through the Minister and the department that could impact recruitment activities and the overall approach. In addition, the ABC has also hired an external search firm which is contrary to policy approved through Cabinet. The Advisor needs to ensure that all parties have the necessary information, and that the Manager and the Executive

Director are well briefed to inform the appropriate recruitment approach required.



Types of guidance available for problem solving:

The Advisor needs to have proven skills in thinking strategically and critically on a broad scale in the development and implementation of innovative and feasible solutions, in response to complex problems, and in the development of potential solutions and recommendations within constrained timelines, as well as an ability to work independently in their role. A high level of political acumen is also required to manage issues and develop solutions.

Direct or indirect impacts of decisions:

The position requires the individual to work with a variety of professionals across all levels of government and public agency hierarchies. In this position, the ability to communicate information to a variety of people is as important as the information itself. The individual will be expected to conduct face-to-face meetings, telephone discussions, and written correspondence. The individual must have the necessary political acumen to carry on complex conversations with high level executives within public agencies, Ministers' Offices, and department staff.

- ABC staff and Board Chair and members (may include their lawyer, Vice President of Human Resources, and others involved in recruitment).
- Premier's Office - Senior Advisor to the Premier (lead on provincial recruitments)
- Ministers - including the Ministers' Offices staff e.g. Chief of Staff
- Deputy Ministers' Offices e.g. Chief of Staff and Primary Contact Person (identified by the Deputy Minister to support coordination)
- Department staff involved in ABC governance
- Cabinet Coordination Office
- Commissioner and Assistant Deputy Minister, PSC

Key Relationships

Major stakeholders and purpose of interactions:

Department(s): Deputy Ministers' Offices Chief of Staff; Primary contact person (as identified by a Deputy Minister and associated with a Deputy Minister's Office); Program area representatives.

- Follow up daily to several times a week to identify priorities, manage issues to support recruitment activities, and facilitates the sharing of information.

Ministers' Offices: Chief of Staff or representatives.

- Follow up several times a week, pending ABC recruitment, to manage issues and provide advice/direction associated with recruitment activities, facilitate the sharing of information, and any required approvals for recruitment planning

ABC: Board Chair, Board member, agency staff member e.g. Vice President Human Resources; Legal; or representative.

- Works directly with the ABC from daily to weekly to obtain the necessary information to support recruitment. This also includes managing issues, establishing a shared understanding of the recruitment process, and related activities.

Public Service Commission: PAS - Team staff; PAS staff in other areas/teams; Director, Executive Director, Assistant Deputy Minister; Executive Search; Commissioner (including Chief of Staff).

- Escalates issues to senior officials as required, both within PAS, Executive Search, and PSC, as well as with departments. Proactively identifies issues, provides analysis of issues, options to address issues, and follows through with direction. Briefs senior officials as required and develops necessary information to inform decision making. Ensures a collaborative effort is undertaken on all initiatives and projects to complete on time and in scope.

Additional detail:

Director, Agency Compensation and Recruitment Policy: Daily to weekly contact. Receives direction within overall parameters. The Advisor provides updates, decisions made impacting recruitments and projects, and escalates concerns and issues where necessary. Provides analysis and options (as well as recommended approaches) for managing complex issues and challenges.

PAS staff in Agency Recruitment team, Director in agency governance, as well as across PAS branch: Daily to weekly contact. Identifies opportunities and synergies to strengthen centralized recruitment as well as establish PAS as a centre of excellence for Alberta. Through working collaboratively together, opportunities are proactively identified and

leveraged to overcome challenges, and further inform the work impacting PAS, departments, and ABCs.

Required Education, Experience and Technical Competencies

Education Level Bachelor's Degree (4 year)	Focus/Major Public Administration	2nd Major/Minor if applicable Arts	Designation
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If other, specify:
A degree in a range of fields is acceptable, with a masters preferred.

Job-specific experience, technical competencies, certification and/or training:
Completion of related degree in business, social sciences, or equivalent.
The position requires a minimum of a Bachelor's Degree, a minimum of four years in government, and progressively responsible related experience. Project management experience and education is preferred.

- Knowledge of government's role, structure, policies, and processes, particularly those related to the board governance and recruitment. Strong understanding of the workings of government, including the decision-making process, agency governance, and the appointment process. This includes knowledge and understanding of the political environment and its implications, and the ability to maintain objectivity
- Ability to interpret and understand legislation and regulations.
- Ability to develop policy and procedures.
- Ability to design programs and services.
- Ability to work autonomously and in a team environment.
- Proven leadership skills, including the ability to lead the development and management of projects and initiatives.
- Excellent interpersonal skills, including an ability to build relationships with a range of stakeholders, including ministry and agency staff. Proven ability to create collaborative partnerships and build strong working relationships.
- Ability to identify risks and opportunities, and influence outcomes.
- Ability to clearly articulate messages to a variety of audiences.
- Issues management experience and ability to develop common ground among multiple diverse perspectives.
- Ability to identify and manage anticipated resistance.
- Ability to support and engage leaders.
- Ability to think strategically and critically on a broad scale in the development and implementation of innovative and feasible solutions.
- Proven political acumen and an ability to work with executive offices in the GoA and public agencies. This includes a strong and proven understanding of issues management and when to escalate issues.
- Excellent conceptual, analytical, and problem solving skills. Ability to summarize and synthesize complex materials, identify key issues, and develop responses and solutions.
- Strong evaluation and research skills/knowledge/abilities. Knowledge of data collection, database management, and ability to generate reports.
- Excellent written and verbal communications skills, including the ability to clearly convey complex ideas in understandable terms to a variety of audiences.
- Ability to multi-task, with sometimes limited direction.

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	☐	☐	☐	☐	☒	Shapes APS goals with a view of entire network: • Considers whole system and links; sets goals for long-term outcomes and broad perspectives • Evaluates short, medium, and long-term impacts to inform progress • Shapes organization to meet client needs; helps	Informing recruitment approaches through systemic thinking. Evaluating the program and impacts on the portfolio of recruitments to inform best practices. This includes evaluating progress in the short, medium, and long-term to

		others see their role in this	inform policy and procedures for the program.
Creative Problem Solving	☐ ☐ ☐ ☐ ☒	Creates the environment for innovative problem solving: • Generates new ways of thinking; ensures right questions are being asked about a problem • Eliminates barriers to creativity and innovation • Encourages a culture of innovation	Utilizes creative thinking to develop innovative solutions to complex problems e.g. Minister's Office is unable to participate fully in the activities, so an alternate model is required. Ensures that all those involved are able to openly voice perspectives to support collaborative problem solving. Ability to assess options and implications in new ways to achieve the intended outcomes. This is accomplished through asking questions to get a deeper understanding on the present issue, and by looking for new approaches to improve activities and results.
Agility	☐ ☐ ☐ ☒ ☐	Proactively incorporates change into processes: • Creates opportunities for improvement • Is aware of and adapts to changing priorities • Remains objective under pressure and supports others to manage their emotions • Proactively explains impact of change on roles, and integrates change in existing work • Readily adapts plans and practices	As priorities change in the recruitment planning, an ability to manage stakeholder expectations is critical. In managing complex boards that may be very political, the approach may shift and change quickly, thus requiring the Advisor to further clarify roles, and mobilize staff and representatives from across GoA. Proven skill in anticipating, assessing, and readily adapting to changing priorities, maintaining resiliency and the ability to work

			effectively in changing environments is critical to success. This is accomplished through taking opportunities to change how work is done, anticipating changing environmental demands and obstacles, and changing behavior to improve service delivery.
Build Collaborative Environments	☐ ☐ ☐ ☒ ☐	Involves a wide group of stakeholders when working on outcomes: • Involves stakeholders and shares resources • Positively resolves conflict through coaching and facilitated discussion • Uses enthusiasm to motivate and guide others • Acknowledges and works with diverse perspectives for achieving outcomes	Networking and building collaborative relationships across the GoA and with those public agencies that are within the portfolio of the Advisor is critical to managing issues and ensuring successful recruitment occurs.
Develop Self and Others	☐ ☐ ☒ ☐ ☐	Plans according to career goals and regular development: • Aligns personal goals with career goals • Leverages strengths; attempts stretch goals • Provides feedback and openly discusses team performance • Values team diversity, and supports personal development	Working in a team environment is critical for success of the centralized recruitment program and the reputation of PAS. As this is a corporate program for GoA, self-awareness is critical to the effectiveness of the team.

Benchmarks

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

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.