

**TITLE: MANAGER, CONTINUOUS IMPROVEMENT**
**CLASSIFICATION: MANAGER 2**

### ORGANIZATIONAL CONTEXT

The Government of Alberta (GoA) is committed to a diverse and inclusive public service that reflects the population we serve to best meet the needs of Albertans. Consider joining a team where diversity, inclusion and innovation are valued and supported. For more information on diversity and inclusion, please visit: <https://www.alberta.ca/diversity-inclusion-policy.aspx>

Alberta requires an efficient and effective public service working for its citizens. Public servants are instrumental in ensuring Albertans receive the services when and where needed and are part of a professional, non-partisan, and engaged public service.

The Public Service Commission (PSC) is the central human resource (HR) department for the Government of Alberta, setting workforce policy and providing direct delivery of HR programs and services to ensure the public service is able to meet the needs of Albertans. The PSC provides client-centered HR services in employee relations, recruitment, and workforce planning; leads HR policy, planning and programs related to compensation and classification services, occupational health, safety and wellness, and public agency recruitment and governance; and supports internal employee learning and development, talent management and employee engagement. The PSC is also responsible for labour and employee relations in the APS, including the negotiation and implementation of the Collective Agreement.

Workforce Data and Process Improvement (WDPI) is part of the Strategic Services and Public Agency Secretariat, a division of the Public Service Commission (PSC). The Data Management and Continuous Improvement (DMCI) unit within WDPI leads change management and continuous improvement initiatives and offers strategic direction and provides governance for HR data management.

### ROLE OVERVIEW

Reporting to the Director, Data Management and Continuous Improvement, the **Manager, Continuous Improvement** contributes to one of the Ministry's goals:

- Deliver human resource (HR) programs and services which enable the Alberta Public Service (APS) to achieve government priorities.

To support this Ministry goal, the Manager, Continuous Improvement will be expected to:

- Expand the culture of continuous improvement through advocating a lean approach to process and system design, leveraging technology to realize HR process efficiencies, and addressing complex systemic HR processes that increase risks to the APS.
- Utilize expertise in project management, networking, and systems thinking to improve complex HR processes that span across the GoA's shared services ministries (Treasury Board and Finance, Public Service Commission Technology and Innovation, and Service Alberta and Red Tape Reduction).
- Ensuring an integrated one-government philosophy in the delivery of HR business processes and supports through collaboration and cooperation across the government

The Manager will align priorities to the strategic direction of the organization and promote a clear vision to achieve outcomes and client satisfaction. Given the strategic nature of the role, there are unique opportunities for the Manager and the team to explore leading practices and apply a consultative approach in developing comprehensive solutions for complex challenges the organization is or will be facing. They will provide leadership, project and change management expertise, strategic oversight, and a results-driven focus to ensure that HR continuous improvement priorities are executed in a timely manner. The Manager creates and establishes positive working relationships with diverse internal and external stakeholders to produce and deliver the best solutions to meet client needs. They will work closely with all levels of the organization (from Executive leads to front-line workers), exercise a high degree of independence, conduct detailed analysis, plan and facilitate workshops with staff and clients, and translate conclusions into tangible decision-making. By developing, monitoring, analyzing and interpreting trends, they will become a source of insight with the ability to lead complex cross-functional projects, develop new approaches to manage problems (e.g. knowledge, resource, change resistance), and innovate.

The Manager will oversee and mobilize a team of experienced professionals in a fast-paced and agile work environment with an emphasis on staff engagement, learning and growth. They will work with multi-disciplinary teams and subject matters experts within all departments, including the shared services (PSC, Technology and Innovation, Service Alberta Red Tape Reduction, and Treasury Board and Finance) to develop and implement continuous improvement initiatives and help drive change management. This includes managing business process improvements at both system and workflow levels to ensure consistent implementation of business processes and optimizing resources.

The ability to work independently, as well as contribute and lead a team is required. This role is responsible to lead, coach, mentor and mobilize a team of experienced professionals in a fast-paced and agile work environment with an emphasis on engagement, learning, and growth. This involves providing planning and design support to process owners, along with promotion of a sustainable culture of process improvement. The ability to be agile, adapt to change and competing priorities, solve complex problems, and a drive for results will be key characteristics for success in this role.

#### **SPECIFIC ACCOUNTABILITIES**

- Application of political acumen and systems thinking to assess and evaluate the level of risk with systemic HR process issues, including magnitude and likelihood.
- Provide leadership for the continuous improvement and optimization of complex HR business processes to improve client experiences.
- Establish monitoring and briefing processes to ensure PSC executive leadership is aware of issues and provided recommendations to determine prioritization of issues.
- Expand the culture of continuous improvement including HR business process governance and enhancement of PSC business process owner knowledge and skills.
- Support Alberta Public Service managers to understand common HR business process accountabilities by collaborating with all PSC business process owners.
- Ensuring detailed project, implementation and action plans are created and assigns resources.
- Track and monitor progress against all projects to ensure key stakeholders have visibility and sufficient information to support decision making.
- Determine project requirements, manage scope and ensure that projects are undertaken and completed in accordance with agreed approach(es).

- Produce process documents by gathering information such as key business issues and requirements, dependencies for success, and process maps.
- Prepare briefing materials for the Director, Executive Director, Assistant Deputy Minister, or Deputy Minister.
- Track and escalate issues with the Director.
- Encourage knowledge transfer and apply lessons learned to drive best practices.

**AGILITY** - Take a proactive leadership role to anticipate, assess and handle day-to-day and emergent situations, oversee demands and the effective flow of information by exercising sound judgment and leadership skills, adapting quickly and reacting with minimal guidance and direction. The Manager is comfortable with the possibility of ambiguity and change.

**DEVELOPING NETWORKS** - Apply strong communication and relationship building skills to maintain collaborative partnerships within the Public Service Commission and with other departments. The role will utilize strong communication and presentation skills through communicating complex issues simply, clearly and effectively in different forums, including translating technical information for non-technical audiences.

**CREATIVE PROBLEM SOLVING** – Challenge the status quo and propose innovation options to overcome complex HR business challenges. Calculated risk taking, initiative, and innovation are highly valued in this role.

**BUILD COLLABORATIVE ENVIRONMENTS** - Lead a team of professional and skilled staff, the Manager must be a strong communicator and set up processes or structures to facilitate meaningful communication. The role is expected to bring people together and motivate others to achieve results.

**DRIVING RESULTS** - Influence decision-making at the executive level and provide prompt and accurate information that resolves issues. Effectively leading a team and use of project management tools/skills will help achieve results

**DEVELOP SELF AND OTHERS** – Share experiences and create learning plans to apply learning across the team, bring people together to celebrate success and identify areas of improvement. Encourage systems thinking and leverage team member's strengths.

**SYSTEMS THINKING** – Identify system-wide impacts and interconnections of deliverables linked with enterprise-wide objectives and strategies. The Manager can think strategically to lead and implement complex projects.

### Role Requirements

University Degree in a field related to the position assignment (e.g., Human Resource, Business, Social Sciences) supplemented by four years related experience. Related experience or education may be considered as an equivalency on a one for one basis.

Also required are experiences in project management, briefing senior and executive leaders, stakeholder facilitation, implementing program or policy projects, and leading a team.

Assets include strong political acumen, advising multiple stakeholders on initiatives, business process mapping experience or designation (e.g., Lean Six Sigma), and understanding of government processes and familiarity of continuous improvement within a human resources context.

Key competencies required for this role include:

**Technical Competencies**

- Project management
- Policy development and succinct writing
- Briefing note, presentation and writing skills
- Utilization of continuous improvement frameworks (e.g. LEAN, Six Sigma)

**Behavioural Competencies**

- Consultation and engagement skills
- Agility
- Building collaborative environments
- Developing self and others
- Strategic systems thinking
- Public speaking
- Meeting facilitation