

Public (when completed)

Common Government

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Update

Ministry

Describe: Basic Job Details

Position

Position Number

Working Title (30 characters)

Current Class

Job Focus

Supervisory Level

 Business Unit [?](#)

 Dept ID [?](#)

 Program Code [?](#)

Employee

Employee Name (or Vacant)

Organizational Structure

Division, Branch/Unit

 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:

This position is responsible for the development of coordinated policy, strategy frameworks, and strategic policy options with a view to creating effective, efficient, and sustainable approaches to meeting the needs of current and future seniors in Alberta. This position is also responsible for leading and coordinating strategic planning activities of the Seniors Services Division.

The Manager leads the Seniors Policy and Planning Team to undertake research, policy analysis, policy development, and planning activities on issues of relevance to seniors and the aging population and provides leadership within the ministry and across government, with respect to these issues. The Team also collaborates with other ministries, levels of government and community stakeholders to ensure seniors' issues are considered in government initiatives and strategies.

Multiple working relationships are maintained with other government partners who are informed by the policy directions established by the Ministry (e.g. the Aging Population Policy Framework, Seniors Strategy). The incumbent is also responsible for taking proactive action to ensure that the Branch, Division, Ministry and other partners have access to current, relevant, and reliable research on emerging issues and trends that are anticipated to impact policy development.

As part of the Senior Strategies and Program Support management team, the Manager participates in the planning and

reporting for the unit. The Manager leads team operations to achieve results in an effective and productive manner and to foster a collaborative, environment with all stakeholders. The Manager works collaboratively with leaders across the branch and division to advance the goals and priorities of the division.

Responsibilities

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

Strategic policy agenda and planning activities of the Seniors Services Division are planned and managed in line with ministry priorities.

- Inform the Divisions' Directors, the ADM, DM and Minister regarding key trends impacting current and future seniors as well as the implications for ministry programs and services for seniors.
- Guide discussions and processes to identify long-term strategic policy priorities and agendas for the ministry.
- Leverage and interpret results from research activities to generate longer-term strategic policy agenda options and supporting background information for presentation to executive leaders.
- Consult with program areas across the division and with other ministries to collect intelligence on strategic policy directions and opportunities.
- Oversee the development of thought papers and briefings to provide context to discussions.
- Facilitate consensus building and support for strategic policy agenda across the ministry, with other ministries, and external partners.

Senior strategies and policy directions are informed through focused research that supports and informs senior department officials, the Minister and other ministries in developing policy approaches and responses to various issues pertaining to seniors and the aging population.

- Determining data needs and gaps and identify solutions to effectively address these in a cost-effective manner within the context of other needs and priorities.
- Lead the development of approaches to obtain data on subjects where there is little potential to leverage existing survey data (i.e awareness of retirement needs; the incidence of various types of elder abuse; retirement preparedness of baby boomers).
- Lead and oversee the development of key publications, tools and resources which present research and statistical information to support the development of informed strategic policy and program approaches.
- Lead the development and implementation of a research agenda for strategic policy, and identification of short-, medium-, and long-term priorities, liaising with division and ministry directors and managers as well as other ministries and stakeholders (as appropriate).
- Oversee environmental scanning and associated reporting and briefings.
- Oversee project management and presentation of the results.

Policy frameworks, strategies and initiatives produced by the Branch are developed and implemented.

- Identify priority actions and develop and implement action plans.
- Manage the development of project plans and priorities, including establishing project scope, timelines and assembling resources and establish departmental and interdepartmental implementation teams (e.g. steering committees and workgroups).
- Establish and maintain positive working relationships with key stakeholders to facilitate project progress.
- Review and approve draft deliverables as part of the formal approval process.

Alberta's participation in the Federal/Provincial/Territorial Ministers Responsible for Seniors Forum is supported to ensure Alberta's interests are advanced and reflected in the Forum's work plans and products, and to support the Minister and Deputy Minister's active participation in the Forum.

- Support staff who participation in the working groups.
- Lead the development of briefing materials for FPT Ministers meetings.
- Provide research and policy advice on FPT items.

The team achieves its business goals in alignment with unit and branch priorities within a positive team environment.

- Develop and implement operations plans in alignment with branch plans and department priorities.
- Provide direction, guidance, and mentorship to ensure the team's effective service delivery.
- Provide the team with the tools and supports that enables them to effectively deliver their objectives.
- Ensure rigor in all team activities and alignment with ministry and GOA frameworks.

- Foster a culture of holistic and strategic thinking about team functions and how they impact current and future department priorities and operations.
- Account for team financial and human resources.
- Review and approve various reports and responses (e.g., Action Requests, Briefing Notes, Cabinet Reports, Engagement and Consultation Analysis Recommendations) prior to submission to the Director's Office.

The branch is positioned to achieve goals in line with ministry and government priorities and stakeholder needs.

- Inform and advise the Director on emergent issues and execute resolution strategies.
- Provide advice and recommendations to the department leaders to inform their decision-making and to shape responses.
- Participate in branch planning and reporting.
- Open and maintain pathways for collaboration, information sharing, and integrated reporting.
- Represent the branch and/or ministry perspectives on working groups and committees.
- Serve as acting Director as needed.

Problem Solving 

Typical problems solved:

- The Manager is expected to proactively realize the strategic policy priorities and needs in an environment where there are a multitude of competing priorities and limited resources, both fiscal and staffing. This involves assessing competing priorities, anticipating outcomes and determining the optimum course of action, developing creative approaches which respond to these priorities and overseeing the completion of multiple resulting projects in a timely manner.
- Building consensus amongst stakeholders, managing internal and external expectations, focusing the work to set direction and seeking alliances to move strategic policy initiatives forward. The Director conveys expectations and direction; however, the Manager has scope to determine how to achieve these expectations.
- Ensuring the Director and executive leaders are supported in F/P/T work; this includes having the background information complete and accurate when needed and ensuring any action items are complete.

Types of guidance available for problem solving:

The Manager works within a broad framework of legislation, policies, business, and operational plans to achieve results. Manager must be able to build consensus amongst stakeholders, manage expectations, focus the team's work and seek alliances to move the work forward. Actualizing change is often achieved by negotiating and influencing others. (e.g., other departments, stakeholder across all provincial regions) in the face of competing interests. Sometimes, the Manager must be able to challenge the status quo and traditional methods to reveal novel solutions. The Director conveys expected outcomes and broad direction; however, the Manager has scope to determine how to achieve these expectations and to manage team resources accordingly.

This position works closely with officials in other branches, divisions, ministries and governments (e.g. F/P/T Ministers Responsible for Seniors). Working in a policy and planning area, which does not have any direct program or service delivery responsibilities, means that the primary ways of actualizing change is through informing and influencing others. Negotiating with other Branches, departments, or officials from other governments, in the face of competing interests is an integral part of the job.

Direct or indirect impacts of decisions:

Externally, the work of this position impacts:

- Development and realization of strategic policy directions across a range of topics related to seniors. This also support broad program planning given that the number of seniors is steadily increasing and sound and comprehensive research is required to predict and inform program-related policy and decision making.
- The Branch and Ministry's representation of Alberta's perspectives and participation on the F/P/T Ministers Responsible for Seniors.

Internally, the work of this position impacts:

- The operational direction and results achieved by the unit.
- Branch and plans as a part of the branch leadership team.
- Linkages and collaborations across the department and with other departments on topics related to strategic policy and strategy frameworks (e.g., health, housing).

Key Relationships

Major stakeholders and purpose of interactions:

Internal

- Director and Branch Executive Director - Provide advice on or respond to issues; provide updates; raise awareness to strategic opportunities and threats of significance to engage executive ministry attention (e.g., policy conflicts); support the Director's work on broader branch initiatives that connect to the unit.
- Team staff - Lead team planning and operations; provide direction and coaching to support operations and professional development; foster collaboration, knowledge exchange; work with staff to resolve complex issues.
- Peers/Managers in other divisions or in other ministries - advocate for and share information about unit and branch strategic priorities and plans; influence the direction of related initiatives toward common objectives; foster bilateral communication and collaboration on cross-ministry policy or strategy initiatives.
- Corporate Services (e.g., Legal Services, Communications) - Consult on communications, legal, and privacy matters related to specific team projects.

External

- Cross-ministry Committees, teams and working groups - Act as Division and Ministry representative
- Consultants - manage their involvement in projects; oversee procurement and contract management
- Stakeholders - consultation and liaison' represent the Unit's positions; respond to queries and share information.

Required Education, Experience and Technical Competencies

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

If other, specify:

Social sciences or a related field. Masters degree is an asset.

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

- Extensive experience with social research, policy analysis and development.
- Policy development expertise and sound knowledge of the GoA policy development processes, including an ability to think “outside the box” in envisioning and developing innovative and effective policy and program options that respond to complex problems.
- Extensive knowledge of qualitative and quantitative social research practices, methodologies and approaches.
- Strong conceptual, analytical, problem solving and creative thinking skills are required.
- Relationship-building and negotiation skills to effectively convey ministry positions and achieve consensus from partners.
- Knowledge of other governments' and stakeholders policy perspectives on key issues.
- Knowledge of key trends and issues related to seniors and the aging population.
- Excellent communication skills with diverse audiences.
- Well-developed project management skills, including demonstrated ability to manage a multitude of varied internal and external projects with broad scopes and numerous deliverables.
- Political acumen and sensitivity to read and navigate sensitive situations.
- Knowledge of strategic and business planning processes.
- Knowledge of principles and approaches related to human and financial resource management
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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 type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<p>Integrates broader context into planning:</p> <ul style="list-style-type: none"> Plans for how current situation is affected by broader trends Integrates issues, political environment and risks when considering possible actions Supports organization vision and goals through strategy Addresses behaviours that challenge progress 	Develops and manages a suite of projects on strategic policy research and development from a conceptual stage through policy approvals in line with broader Government priorities; translates branch plans to the team's operational plans; leads division strategic planning.
Creative Problem Solving	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<p>Engages the community and resources at hand to address issues:</p> <ul style="list-style-type: none"> Engages perspective to seek root causes Finds ways to improve complex systems Employs resources from other areas to solve problems Engages others and encourages debate and idea generation to solve problems while addressing risks 	Works across the department and with other departments to align resources and efforts related to policy development to address challenges of an aging population; proactively engages stakeholders to develop a balanced approach to policy development.
Agility	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<p>Identifies and manages required change and the associated risks:</p> <ul style="list-style-type: none"> Identifies alternative approaches and supports others to do the same Proactively explains impact of changes Anticipates and mitigates emotions of others Anticipates obstacles and stays focused on goals Makes decisions and takes action in uncertain situations and creates a backup plan 	Develops operational plans that align with broader department and government priorities to focus the team efforts on key goals; fosters initiatives across the department toward innovation, collaboration, and responsiveness to evolving seniors' needs.
Develop Networks	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<p>Leverages relationships to build input and perspective:</p> <ul style="list-style-type: none"> Looks broadly to engage stakeholders 	Seeks and leverages internal and external relationships to ensure that policy development addresses the challenges of an aging