

Working Title		Name	
Delivery Manager – North Zone, Edmonton Area			
Position Number	Reports to Position No., Class & Level	Division, Branch/Unit	Ministry
	Director (SM2)	Employment and Financial Services Delivery– Income Support Edmonton Area	Seniors, Community and Social Services
Present Class		Requested Class	Levels to Deputy Minister (Not including incumbent level)
Manager 2			3
Dept ID	Program Code	Project Code (if applicable)	

POSITION SUMMARY: Briefly describe the main purpose of the position, and why it exists for the most part (See Management Job Description Writing Guide [Page 7](#)).

Reporting to the Director, the Service Delivery Manager is responsible to ensure superior quality services are delivered to Albertans seeking Income Support and Career and Employment Services.

The Income Support Program provides financial and health-related assistance to eligible Albertans. Action Plans are developed and monitored with recipients to ensure active engagement in the steps needed to improve their connection to the labour market and maintain program eligibility. For those Not Expected to Work, action plans focus on health and wellness supports and community connections with a goal of maximizing potential. Career and Employment Consultants determine initial eligibility for Income Support benefits and CEIS services, complete Employment Readiness Assessments, and subsequent Action Plans, refer to community or contracted agencies, provide Case Management support, work with community partners and engage with other roles in the SCSS team to ensure client needs/outcomes are met and program integrity is maintained.

The focus of this position is to provide leadership and support that ensures quality delivery of programs and services to applicants and recipients of Income Support. It requires a strategic and consultative view of working within the program, engaging with staff, stakeholders, other GOA programs, Albertan's and the community. Ensuring Ministry Priorities, Business Goals/Objectives are attained, monitoring process, and evaluating outcomes.

The Income Support Service Delivery Manager is a key position linking the Alberta Public Service Vision and Values to the front-line staff members delivering government services. As a member of the Area, Zone and Provincial Manager Team, the Service Delivery Manager plays a key role in developing and coordinating consistent practices and policy application.

Ability to have political awareness and sensitivity to individual circumstances requires someone who is highly skilled in problem solving and collaboration that enables a response/resolution that creates a positive outcome for all stakeholders.

SPECIFIC ACCOUNTABILITIES: List the most important end results or outcomes of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-8 core end results. For each end result approximately 3-6 activities should be described (See Writing Guide [Page 8](#)).

1. Management of the Delivery of the Income Support Services.

Activities:

- Maintain oversight of expected outcomes, ensuring a proactive approach to course correct.
- Anticipate emerging programs and service changes and ensure staff have access to training.
- Translate programs, policies, and services into deliverables.
- Consult and liaise with Managers and Directors of community service agencies. Contributes to effective working partnerships with stakeholders from the community.

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- Support and enable innovation and risk taking to improve service delivery, set up processes to review, discard, or refresh redundant and inapplicable procedures or delivery systems.
- Lead and manage teams of supervisory and senior staff members responsible for the delivery of Income Support programs and services.
- Accountable for results of program audit procedures ensuring appropriate action and continuous improvement of program administration.
- Make final decisions regarding contentious and complex client eligibility and/or program delivery issues.
- Ensures the needs of clients are met within legislation, program policies and allocated resources. This position also contributes to effective working partnerships with stakeholders from the community.
- Creates a safe and inclusive worksite that encourages the voice of all staff and models the importance diversity in the workplace. Align actions and commitment with D&I action plans at all levels of the organization.
- Create an environment that enables staff to exercise critical thinking and ensure Supervisors are building staff capacity.
- Ensure Expenditure Officer status remains current, and all procedures and expectations of the function are followed.

2. Lead Operational Planning and implementation activities.

Activities:

- Strategic leadership of frameworks and procedures to imbed operational priorities into programs and services.
- Lead and manage enabling administrative mechanisms (e.g., meeting forums, terms of reference, work planning, decisions and evaluation).
- Contribute to operational planning in relation to service delivery and organize staff participation in the new operational plan.
- Collect operational data, consolidate, interpret, and generate leadership team support.
- Assign and monitor responsibilities for the operational plan.
- Establish tracking, reporting, and evaluation systems for the operational cycle.
- Complete and submit year quarterly and year end reporting through the Director.

3. Lead initiatives supporting ministry/cultural shift imperatives.

Activities:

- Translate APS vision and values into the work site.
- Ensure Delivery Services and Regional/Provincial/GOA values clarification objectives are congruent.
- Lead teams through identifying needs to adjust service delivery modes.
- Lead teams in establishing frameworks to understand and implement service delivery changes.
- Monitor and evaluate progress against agreed upon milestones.
- Set up communication, input and outcome processes for initiatives.
- Support internal mechanisms to ensure staff training needs are identified and met.

4. Lead Human Resources Management activities.

Activities:

- Lead recruitment processes including, reviewing work site staffing needs, analyzing FTE and budget realities and completing staffing requests.
- Contribute to interview, hiring, and classification decisions.
- Ensure performance management processes such as the Personal Performance Agreement are in place.
- Ensure staff members have access to and understand their rights and responsibilities under applicable agreements, legislation, and administrative processes.
- Define and assign work duties, leading and supporting position and classification processes.
- Focus on succession planning and ensure staff have opportunities to grow in the organization.
- Handle employee relations issues in accordance with accepted HR practices including performance, staff professional conduct and code of ethics concerns.

- Liaise with staff, salary admin, Human Resource, LTDI and related professionals managing staff medical, duty to accommodate, and related issues.
- Facilitate resolution of Human Resource concerns as they arise, including rendering judgements as required governing conduct, performance, discipline, dismissal, promotion, transfers, etc.
- Liaise with Human Resource Consultants and Managers to address HR specific needs.

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5. Manage Work Site Occupational Health and Safety

Activities:

- Responsible to ensure staff have a safe, healthy work environment.
- Establish an Area OHS Committee to identify, and address OHS needs.
- Sign off and support Due Diligence commitments.
- Address OHS compliance concerns as identified.
- Participate on zone OHS initiatives and ensure Area representation.
- Ensure Incident Reporting, follow up and safeguards are in place.
- Establish training and emergency preparedness protocols for staff.

6. Represent the work site, area, zone, province and/or ministry on committees and projects.

Activities:

- Participate as active member of Area/Zone Management Team venues.
- Cover off Director duties.
- Lead regional best practice and/or supervisory team committees.
- Represent the Edmonton Area on provincial committees as assigned.
- Lead and champion projects on behalf of the Area as assigned.
- Participate on community partner advisory committees.
- Participate on inter-ministry advisory or project committees as assigned.

KNOWLEDGE/EXPERIENCE: Include information on required diplomas and degrees along with identifying the most important knowledge factors, including knowledge about practical procedures, administrative, specialized techniques, etc. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position (see Writing Guide [Pages 9-10](#)).

- Knowledge of current management and leadership theory.
- Knowledge of Human Service programs and services. Knowledge of current and evolving external community resources, agencies, contracted services, etc.
- Knowledge of all appropriate Acts/Regulations/Policies to ensure adherence to legislative requirements and to provide consultation when required.
- Knowledge of relevant legislation governing the Public Service and Government Programs.
- Knowledge of Service Delivery computerized information systems.
- Highly developed communication and mediation skills - to deal with complex, and oftentimes immediate customer needs, including Human Service ministry stakeholders, community stakeholders, clients, and staff members. Essential communication skills coupled with interpersonal and negotiation skills to foster stakeholder understanding and negotiate resolution.
- Skills in balancing the needs of the organization with the demands and perspectives of stakeholders from a wide variety of backgrounds and agendas.
- Ability to respond to inner city clients who become hostile, aggressive or depressed due to their circumstances, and to de-escalate tense situations.
- Ability to exercise a high degree of independent decision-making in applying professional standards to personal judgment and objectivity in dealing with staff issues, varied stakeholders, situations, and complex circumstances.
- Ability to contribute to a high involvement team environment with the Director, area colleagues, and work units.
- Ability to contribute and partake to the development and implementation of integrated service delivery.
- Ability to reflect, suspend judgment, and seek further information before reacting or responding to perceived urgencies as the impact of assumptions and decisions are dramatic, either positive or negative, on the work environment.

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- Knowledge of Employee Relations including Collective Agreement interpretation, HR policies and directives, and disciplinary procedures.
- Awareness and understanding of community resources, trends, strengths, economic opportunities, and key stakeholders.

LEADERSHIP AND BUSINESS KNOW-HOW: Specify the level of integration, organization and leadership skills required to produce the results expected of the position. Provide recent examples (See Writing Guide [Pages 10-11](#)).

The incumbent is empowered with considerable autonomy to implement plans on an operational level to achieve objectives, including development of worksite plans/goals/objectives and development of strategies for the containment of caseload volume increases.

In an era of increased volume and complexity of work, the Income Support Service Delivery Manager is called on to identify means to restructure the work, simplify, and choose a course of action with the leadership team that aligns staff work with organizational imperatives. The Income Support Service Delivery Manager supports staff through service delivery changes by working with the leadership team to anticipate potential delivery needs and set up processes to prepare and equip staff members to handle evolving service delivery demands.

PROBLEM SOLVING: Describe difficult or challenging situations the position is typically expected to solve; the degree of originality of the solutions; and the assistance available (See Writing Guide [Pages 11-12](#)).

Complexity for the Income Support Service Delivery Manager is heightened due to the multifaceted and imminent issues handled on a daily basis. The Income Support Service Delivery Manager is responsible to establish systems to deliver the evolving and often times competing priorities of organizational and social changes while supporting staff, clients, community, and government stakeholders.

1. Requires a high degree of analytical, interpretive, evaluative and/or creative thinking.

- Participates in the developing of area and worksite plans, goals, and objectives to meet changing and evolving client/program needs within constraints of budget and staff resources.
- Identifies variances/trends through monthly forecast projections, analyzing options/impacts and adjusting plans, goals and objectives as required.
- Balances needs of community, client, societal expectations and program mandate.
- Identifies gaps in services and working with other agencies/departments to meet the needs of client.
- Deals with unique client needs or circumstances.

2. Ability to recommend new and better methods to existing work processes which improve services, procedures or policies that impact the work group and other areas of the department.

- Allocation of resources within the worksite; optimization of the utilization of assigned staff, staff development and training to increase flexibility in responding to client needs and evolving program delivery requirements.
- Complex/sensitive staff issues — in consultation with the Director, supervisors, and Human Resources.
- Appeal decisions –identify appeal trends that require judicial review
- Interpretation of Acts, Policies/Procedures to resolve specific issues referred by senior subordinate staff.
- Case Management decisions regarding sensitive or volatile situations.

3. Thinks within a well-defined framework of policies towards specific results; situations are characterized by functional practices or precedents.

- Varied and diversified clients accessing department services and programs —Income Support applicants/clients in receipt of the benefits and support services provided through worksite staff will be supported to achieve their economic, social and cultural goals through department supports, initiatives and services.

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- Varied community business groups and stakeholders — in relation to developing relationships and partnerships. There is also an impact on the community at large as input is provided to local levels of government regarding economic development and social issues (inadequate housing/transportation, employment/training opportunities)

RELATIONSHIPS/CONTACTS: Identify internal and/or external clients, partners and stakeholders with whom your position communicates and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decisionmaking and action(s) taken) (See Writing Guide [Pages 12-13](#)).

Clients	Frequency	Nature and Purpose of Contact
Internal Area Supervisors, senior staff, and delivery services staff	Daily	Ensure work is organized and duties are appropriately and effectively assigned to meet organizational and operational objectives.

The Area Leadership Team including Director, Service Delivery Manager colleagues, Business Coordinator Executive Administration Staff	Daily/Weekly	Support work at a strategic, tactical and operational level.
Human Resources Branch staff	As Required	To manage recruitment, staff development, classification, health and safety, and performance management protocols.
Area, zone and provincial colleagues and Program Managers and experts from other divisions	As Required	To facilitate consistent and shared operational objectives and ensure the array of programs provided at AISH delivery site meets ministry requirements.
Other Ministries and other government official (i.e. Federal Government, Alberta Justice, Alberta Solicitor General, Alberta Health, Alberta Seniors)	As Required	To coordinate shared issues as they arise working in collaboration to develop strategies and initiatives that address the needs of marginalized client groups and influencing legislation and policy to meet the needs.
External Community partners including local Community Agency Managers and Directors, Non-Profit Sector Agencies, Training Providers, and Business and Industry Leaders to identify partnership opportunities and identify gaps/service needs and business objectives to advance mutual goals.	Ongoing	To identify partnership opportunities and identify gaps/service needs and business objectives to advance mutual goals.
Ministerial Office staff and Edmonton MLA Office staff	Ongoing	To address and resolve issues, concerns or provide service information brought forward by constituents to their MLAs or the Ministers office

IMPACT AND MAGNITUDE OF JOB (SCOPE): Identify how the position directly affects results, and the extent to which stakeholders are affected by those results. Provide recent examples (See Writing Guide **Pages 13-14**).

- Accountable for leading, developing, implementing, and monitoring achievement of Worksite plans, in conjunction with maintaining and operating a productive work environment. This includes identifying accommodations, maintenance of security, staff safety, provision of administrative materials and supplies, records management systems and initiating action to secure these resources.
- Provides strategic and operational leadership in a context of over 200 staff in 18 units including administrative support staff located in 8 sites which provides services to Albertans.
- Developing relationships/representing the Department with varied organizations, community groups, businesses, and government agencies to maximize effectiveness of program delivery through increasing awareness, responding to specific issues, and coordinating partnerships.
- Position provides interpretation of goals, strategies, program direction and impacts. Communicate to supervisors and front-line staff changes in direction or key initiatives as they relate to the regional and site business operational plan.
- Accountable for Eligibility Determination of Income Support and the provision of Case Management services to applicants and recipients within the urban worksite and surrounding/neighbouring municipalities ensuring effective, efficient and consistent program delivery to meet client needs and business plan objectives.
- Accountable for effective and efficient management of all human, budgetary and program resources allocated to the worksite.
- Accountable for providing knowledgeable expertise and input to the senior management team on a variety of topics, ranging from: allocation of resources in the region, cost containment strategies, effective strategies to meet
- Human Resources Branch staff to manage recruitment, staff development, classification, health and safety, and performance management protocols.
- Regional colleagues to facilitate consistent and shared regional operational objectives.
- Other government officials and Ministries as required to respond to shared issues related to the delivery of services.

CHANGES SINCE LAST REVIEW: Identify significant changes, that have impacted the major responsibilities and accountabilities assigned to your position since the last review (See Writing Guide [Page 14](#)).

COMPARABLE POSITIONS: List comparable GOA benchmarks (See Writing Guide [Pages 14-15](#)).

ORGANIZATION CHART: A current organization chart that includes supervisor, peers and staff MUST be attached. Include whether employee is permanent, wage, temporary or contract and indicate position numbers (See Writing Guide [Page 15](#)).

Signatures

The signatures below indicate that the manager (incumbent) and division director/ADM have read, discussed and agreed that the information accurately reflects the work assigned (See Writing Guide [Page 15](#)).

Incumbent

_____	_____	_____
Name	Signature	Date

Manager

_____	_____	_____
Name	Signature	Date

This information is being collected under the authority of Section 10 of the Public Service Act and will be used to allocate positions within a classification plan and to manage the Alberta government human resources program. If you have any questions about the collection of this information, contact the Job Evaluation Unit, 6th Floor, Peace Hills Trust Tower, 10011 - 109 Street, Edmonton, Alberta T5J 3S8, phone 780/408-8400 or contact your Ministry Human Resource Office.

