



# Management Job Description

Working Title	Name
Director (Barrister and Solicitor)	

Position Number	Reports to Position No., Class & Level	Division, Branch/Unit	Ministry
		Legal Services Division	Justice

Present Classification	Requested Classification	Levels to Deputy Minister (Not including incumbent level)

Dept ID	Program Code	Project Code (if applicable)

Reason for Submission

Reclass Request

New Position Creation

**POSITION SUMMARY:** Briefly describe the main purpose of the position, and why it exists for the most part (See PP [Slides 28-32](#)).

The Legal Services Division (the Division) is the civil legal advisor to the Government of Alberta (GoA). The Division's civil crown counsel practice in many areas of civil law.

The Division's civil crown counsel represent Alberta at all levels of provincial and federal courts, including the Supreme Court of Canada, and before a wide variety of administrative tribunals. The Division also provides written and oral legal advice to various ministries of the GoA, advises on the legal implications of policy choices for legislative development, and drafts bills, regulations, Orders in Council, and Ministerial Orders.

The Division's civil crown counsel have public law duties exercised on behalf of the Attorney General and Minister of Justice. These duties exist both in the context of civil Crown litigation and in a duty to ensure that public affairs are administered in accordance with the law. Barristers and Solicitors are bound by professional and ethical obligations overseen by the Law Society of Alberta. The obligations include the duty of confidentiality. All legal advice is bound by common law principles of solicitor-client privilege.

The Director is responsible for leading a team of civil crown counsel in providing sound and defensible legal and strategic advice. As a member of the Director and Leadership Team (DALT), the position contributes to and ensures consistency of advice provided by the Division across the GoA. This may involve directly providing expert legal services and working on matters in challenging circumstances including providing legal and strategic advice that considers various areas of law and legal risks across multiple departments.

The Director is also responsible for overarching client relationship management with senior and executive leaders in client ministries, other ministries and outside counsel together with identifying the scope of work that is within the mandate of the Division.

As a member of DALT, the Director provides advice and recommendations to support senior decision makers in planning, program development and navigating/resolving complex files or issues that have far reaching impact. The position also provides briefings/reports and recommendations identifying and address emerging needs, issues and trends.

**SPECIFIC ACCOUNTABILITIES:** List the most important end results or outcomes (not duties) 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 4-6 core end results. For each end result approximately 4-6 major activities should be described (See PP [Slides 20-27](#)).

**1. Provide leadership and direction to a team/teams of civil crown counsel providing solicitor and litigation legal services to client ministries ensuring timely strategic and exceptional service.**

**This involves:**

- Effective performance management of team members, including active coaching, mentoring, skill development and constructive and timely feedback.
- Promoting key learning and developmental opportunities that support staff in reaching their full potential and to support succession planning.
- Communicating strategic goals, objectives and vision to team members.
- Providing strategic leadership to ensure the team has the necessary capacity and legal expertise to provide timely strategic and exceptional legal services to client ministries.
- Addressing employee relations or related employee issues as they arise, in consultation with human resources if needed, together with leading recruitment and orientation processes.
- Considering and approving workplace accommodations and other working arrangements (e.g., leave requests).
- In consultation with appropriate financial administrators, addressing budgetary/financial matters as they arise.
- Effectively allocating legal resources through review of requests for service, assessment of capacity of the team and assignment of work with an effort to balance workload to ensure service needs are met.
- Providing effective leadership, coaching and mentorship to team members while supporting open communication and collaboration.

**2. Provide leadership in identifying and reviewing emerging legal and policy issues and raising awareness of impact on the operations of the Division and GoA ministries. This involves:**

- Proactively identifying, analyzing and developing legal and related strategic recommendations and implications to applicable senior ministry executives.
- Providing expert advice and support to client ministries on legal implications related to legislative, regulatory and policy development and processes and to respond to litigation outcomes.
- Providing advice on the impact of regulatory/legislative development and changes locally, nationally and internationally.
- Participating in Federal/Provincial/Territorial (F/P/T) sessions as required and sharing related knowledge across teams.
- Attending department Executive Team meetings as needed.

**3. Provide senior legal services and related strategic advice, recommendations, consultation, direction, liaison and communication. This may involve:**

- Ensuring timely and professional research, editing and preparation of opinions including the provision of legal advice after business hours when required.
- Providing strategic leadership and advice in relation to the legal implications of policy choices for legislative development and draft bills, regulations, Orders in Council and Ministerial Orders.
- Overseeing and providing legal and strategic advice in relation to litigation matters at all levels of provincial and federal courts, including the Supreme Court of Canada, and before a wide variety of administrative tribunals.
- Overseeing the work to ensure clarity and to determine whether identified areas of the law are accurately applied.
- Creating an agile and adaptive environment to improve operational effectiveness in delivering legal services to clients.
- Identifying opportunities for improvements and implementing changes to address the ever increasing and shifting demands of delivering legal services to GoA ministries.

**SPECIFIC ACCOUNTABILITIES:** List the most important end results or outcomes (not duties) 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 4-6 core end results. For each end result approximately 4-6 major activities should be described (See PP [Slides 20-27](#)).

4. **Provide leadership, advice and direction in a variety of areas to improve the operational effectiveness of the Division in meeting the different needs of client ministries. This includes:**
  - Promoting resource sharing and collaboration within and across teams to effectively use resources and expertise.
  - Addressing team structure to fully utilize resources and promote operational efficiencies.
  - Participating and promoting the transfer of knowledge, cross training and the development of subject area expertise.
  - Fostering a vision beyond specific client-focused goals to address broader Ministry and GoA goals.
  
5. **Develop and maintain strategic relationships and alliances to identify opportunities to effectively collaborate on issue resolution and to improve communication and understanding of issues within the Division and with client ministries. This involves:**
  - Identifying opportunities to partner with other teams, ministries and external stakeholders/partners to provide a holistic solution/resolution.
  - Maintaining effective relations with outside counsel to resolve issues and/or to provide guidance and information.
  - Identifying linkages and concurrent responsibilities between teams and ministries regarding addressing and resolving of legal issues.
  - Managing and consulting with clients to understand needs and priorities while balancing expectations and the Division's resources and priorities.
  
6. **As a member of the DALT, provide leadership and expert consultation, advice and collaboration in the execution of strategies and plans that support the Division's goals and changing priorities. This includes:**
  - Providing strategic input to identify and recommend strategies to strengthen the delivery of high quality and timely legal services.
  - Sharing information and learning gained from interaction with client ministry senior management expert resources.
  - Promoting continuous improvement to enhance the value of the legal services provided.
  - Monitoring emerging issues, research, trends, and societal changes and provide recommendations and advice regarding impact on the GoA.

**KNOWLEDGE/EXPERIENCE:** Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position (See PP [Slides 33-37](#)).

The position requires a law degree from a Canadian jurisdiction and 11+ years of directly related post bar legal experience and several years of leadership and management responsibility. Membership in good standing in the Law Society of Alberta (or eligibility for membership) is also required.

The position requires extensive and broad knowledge and understanding of:

- Ministry business plans, goals, strategic priorities, accountability processes
- The Division's strategic business plan, goals, policies, guidelines and directions
- The scope of work provided by the Division's legal teams including those civil crown counsel within the teams who provide specialized and expert legal knowledge in a particular area of law
- Decision-making processes of the Division, Ministry, client ministry(ies) and the Legislative Assembly
- A wide variety of substantive law areas, as well as legal process and civil procedure
- Relevant legislation (Acts and Regulations – provincial, federal, and international), Canadian constitution, court rules and processes and the common law
- Legislation, directives, policies and guidelines governing human resources together with any applicable collective agreement

- Internal and external stakeholders, organizations, crown agencies, boards, and commissions, advisory groups, senior/executive management committees/teams that may be impacted by the legal advice provided by the Division
- Strategic business and operational planning theories, methodologies, principles and techniques
- Program performance measurement and reporting theories methodologies, principles and techniques
- Issues Management and change management practices, processes and methodologies.

The position requires exceptional skills and abilities in the following areas:

- Ability to anticipate current and future trends, issues, and precedents and their impact on the Division, Ministry and client ministry(ies)
- Ability to build productive relationships within the Division, Ministry, client ministries, external stakeholder organization and outside counsel
- Ability to lead and manage a variety of complex issues/files and processes and deliver high quality results within timelines
- Ability to build strong, high performing teams to deliver high quality legal services
- Ability to analyze complex and varying issues and synthesize finding to identify actions and solutions in both the short- and long-term
- Strategic thinking skills to assess legal impacts both short- and long-term
- Excellent communication and interpersonal skills to develop and deliver precise and specific findings, advice, recommendations and options to a variety of audiences in a variety of formats and venues
- Ability to manage and lead a diverse multi-disciplinary teams and to develop and maintain productive working relationships with internal and external stakeholders
- Ability to demonstrate a high degree of political acumen
- Negotiating, mediation facilitation and consulting skills to manage competing perspectives from diverse stakeholders.

**LEADERSHIP AND BUSINESS KNOW-HOW:** Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples (See PP [Slides 38-40](#)).

The position requires superior and demonstrated planning, organization and leadership skills in:

- Leading, developing and influencing outcomes through consulting, research and analysis to provide recommendations/advice/resolution to legal issues/problems affecting a variety of internal and external stakeholders with varying perspectives, expectations, requirements and priorities
- Working within broadly defined conceptual frameworks to manage multiple complex issues and legal positions and deliver results in tight timelines
- Promoting proficiency in all legal skills and motivating others to strive for continual professional improvement
- Leading and building a sustainable team(s) of highly skilled professionals, including civil crown counsel, and fostering an environment where team members can develop
- Recognizing and leveraging opportunities for collaboration and acceleration of efforts to effectively and efficiently allocate resources
- Conceptualizing and analyzing information and risks to provide legal advice, options and recommendations that support the Division's, Ministry's, and client ministry's strategic priorities and business goals.
- Identifying opportunities and championing a culture of collaborative, integrated, flexible and adaptive responses to complex legal issues
- Directing and managing highly skilled professionals, including civil crown counsel, working on a number of complex issues while delivering results
- Participating in the development of the Division's goals, objectives and priorities including managing and reprioritizing staff workloads
- Facilitating and monitoring outside counsel, as required

**PROBLEM SOLVING:** Describe difficult or challenging situations the position is typically expected to solve and the assistance available (See PP [Slides 41-43](#)).

Situations facing the position are varied and affect many stakeholders within the Division, Ministry, across the GoA and external stakeholders. The position uses problem solving tools, such as negotiating, consulting, collaborating and consensus-building to create an understanding and acceptance of the advice, recommendations and options provided by the Director and legal team(s).

Problem solving requires a strategic approach that draws on an awareness and understanding of the Canadian constitutional framework, research and analysis of legislation and the common law related to the situation. The provision of legal and strategic advice also encompasses a short- and long-term view together with the client's interests and all the stakeholders affected.

Key challenges facing the position are:

- Developing strategies utilizing multiple processes to achieve desired results
- Continually responding to and incorporating emerging issues and trends from a dynamic environment within which client ministries operate
- Ensuring legal issues, concerns and questions are addressed in a coordinated and consistent manner
- Taking abstract concepts and converting them into understandable, valuable and concrete recommendations and information
- Fostering positive working relationships within the Division and Ministry and with client ministries and internal and external stakeholders
- Instilling a culture of continuous improvement through ongoing evaluation of services, initiatives and prioritization
- Reconciling information from a wide range of sources while balancing different expectations and viewpoints
- Providing leadership, direction and guidance to civil crown counsel providing legal services to different client ministries, with different needs, focus, statutes and regulations
- Balancing and managing the longer-term strategic vision with short-term operational objectives
- Balancing resources within and across teams to meet the Division's priorities and plans as well as responding to client ministry needs and emerging issues
- Integrating linkages with other specialized knowledge legal teams or with outside counsel

**RELATIONSHIPS/CONTACTS:** Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken) (See PP [Slides 44-46](#)).

<b>Internal</b>		
Minister/Deputy Minister for Justice or client ministries	As required	To provide briefings and involvement on cross-ministry initiatives or significant client ministry initiatives
Client ministry – Senior and Executive leaders	Ongoing/as required	Managing and sustaining trusted relationships; consulting and reporting on the scope and results of services provided by the team; collaboratively resolving issues; providing strategic advice
Client ministry – Business Units	Ongoing/as required	To provide senior legal services (e.g.: solicitor, litigation) and related strategic advice, recommendations, consultation, direction; liaison and communication
Divisional staff	Ongoing	To collaborate and share information; contribute to process and practice efficiencies and improvements
ADM – Legal Services Division	Ongoing	To provide updates, recommendations, advice, etc. and to respond to queries
Executive Director – Legal Services Division	Ongoing	To provide updates and reports; raise awareness to significant issues; provide advice and recommendations
Leadership Team and other Directors	Ongoing	Participating as a member of the team in providing information and support the Division's Divisional priorities, operations, key initiatives and reports
Assistant Directors	Ongoing	Providing coaching and mentoring; providing leadership and guidance and supporting professional development and succession planning
Professional staff including civil crown counsel within assigned Team or Practice Group	Ongoing	Leading and directing team resources including recruitment, performance management and succession planning; fostering and sustaining teamwork within and across teams; supporting complex problem-solving and providing expert knowledge and advice on specific topics
Other civil crown counsel/teams/practice groups	Ongoing	To collaborate on common initiatives; share information; foster cross-team collaboration
Corporate Services (HR, IT, Facilities Mgmt.)	As required	To engage services as required
Other ministries	As required	To collaborate on common initiatives; share information; engage/lead cross-ministry initiatives

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**External**

Courts, Administrative Tribunals, opposing legal counsel and their clients, opposing parties unrepresented by legal counsel, outside counsel	As required	To prepare for various levels as part of the legal representation of the GoA in legal matters
Relevant agencies, boards and commissions and offices of the Legislative Assembly	As required	To assist clients and broader GoA when interacting in regulatory environments, and responding to requests for assistance

**IMPACT AND MAGNITUDE OF JOB (SCOPE):** Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples (See PP [Slides 47-49](#)).

The Division provides legal services to the GoA through teams that are organized around specific client ministries or specific subject-matter-areas. The work of the position directly impacts the service delivery model as the position has the latitude to plan, organize and manage the work in the most effective and efficient way.

The position provides legal expertise on specific complex and/or sensitive cases and through the resulting litigation, development of or revision to legislation, or provision of legal and strategic advice, the outcomes affect the operations of GoA ministries which, in turn, impact Albertans and their relationships with government (federal, provincial, municipal and international) and partners.

Many of the Division's initiatives cross teams and ministry boundaries; thus, the magnitude of the scope of the Director's impact extends to other legal teams in the Division, to client ministries and the broad provision of government programs and services to Albertans.

The position is accountable directly and/or in leading the provision of advice, options and resolutions related to ministry legal issues with consideration of the short-term and long-term impact on process and practice precedents, statutes, regulations, rules and policies.

**CHANGES SINCE LAST REVIEW:** What significant changes have occurred in your job, from the last review (See PP [Slides 50-51](#)).

**COMPARABLE POSITIONS:** List comparable GoA benchmarks (See PP [Slide 52](#)).