

## New

Ministry

Advanced Education

### Describe: Basic Job Details

#### Position

Position ID

Position Name (200 character maximum)

Manager, PS Research & Innovation

Requested Class

Manager (Zone 2)

Job Focus

Policy

Supervisory Level

01 - Yes Supervisory

Agency (ministry) code

Cost Centre

Program Code: (enter if required)

#### Employee

Employee Name (or Vacant)

Vacant

#### Organizational Structure

Division, Branch/Unit

PEI, IRI/PSRIS

☒ Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

Supervisor's Current Class

Manager (Zone 2)

### Design: Identify Job Duties and Value

#### Job Purpose and Organizational Context

Why the job exists:

Reporting to the Director, Post-Secondary Research and Innovation Strategy (PSRIS), the Manager provides leadership to the PSRIS unit, which is responsible for the Ministry's development of strategies, policies, and tools that strengthen the role of post-secondary institutions in Alberta's research and innovation ecosystem to advance Alberta's economic growth, competitiveness and diversification. The Manager leads the development of research and innovation policies and strategies in collaboration with other Ministries including Technology and Innovation (TI).

The unit is responsible for close linkages with the Ministry of TI (and other relevant Ministries) on strategy development for the province's research and innovation ecosystem as it relates to the role of the post-secondary system. A key accountability for the unit is to ensure critical issues and strategically important opportunities are identified for implementation where necessary in the area of research and innovation. The Manager is responsible for establishing and maintaining highly effective and collaborative working relationships within the Ministry, across government, and with external stakeholders including industry and post-secondary institutions, to achieve the Minister's mandate and Ministry business plan, including the implementation of Goal 3 of Alberta 2030 and other related Government of Alberta priorities such as the

Alberta Technology and Innovation Strategy. The Manager represent Advanced Education on cross-ministry and external committees and working groups either at the managerial level or on behalf of the Director and/ or Executive Director (ED) when needed. The Manager also supports the Director in the management of staff and delivering on the unit's outcomes and directly supervises three staff members at the policy analyst level.

The level of autonomy for this position can be high in terms of discretion and policy advice for consideration by the Director and/ or ED.

## Responsibilities

Job outcomes (4-6 core results), and for each outcome, 4-6 corresponding activities:

### **1. Provide leadership in the development of strategic frameworks, tools and policies that advance Alberta's post-secondary research and innovation priorities (relating to Alberta 2030 Goal 3 and other emerging priorities), in collaboration with partner Ministries (such as TI).**

Activities:

- Leads the development of specific frameworks and strategies that help advance post-secondary research commercialization including fostering connections between industry and post-secondary institutions where appropriate.
- Manages the development of strategic policy tools for consideration in the growth and attraction of research talent in and to Alberta.
- Collaborates strategically with program areas to identify potential opportunities in existing Ministry programs and frameworks which could be leveraged to advance research commercialization efforts of institutions and build research talent in key sectors e.g., International Education Strategy, etc.
- Leads the work with TI and other Ministries on the development of a one-government approach to research priority setting and funding, establishing parameters for policies, programs, and frameworks.
- Leads and directs research in the unit on longer-term trends and jurisdictional "leading practices" and innovations in tying post-secondary research to economic competitiveness to inform Alberta post-secondary performance.
- Ensures the Ministry's research and innovation measures in Investment Management Agreements (IMAs) are supported by PSRIS research.
- Ensures alignment of program and operational policies and frameworks with strategic policy frameworks and directions on research and innovation.
- Leads the conceptualization of frameworks, models and other tools relevant to post-secondary research and innovation policy.
- Leads, prepares and develops background papers and potential policy and strategy options on post-secondary research and innovation for consideration by Assistant Deputy Minister (ADM), Deputy Minister (DM) and Minister.
- Contributes to strategic direction and capacity in the Ministry.
- Leads a team of 3 policy analysts in strategic research and policy development as it relates to post-secondary research and innovation.

### **2. Leads, builds and maintains collaborative and strategic relationships that strengthen the role of post-secondary research and innovation in Alberta's innovation ecosystem in partnership with other ministries and jurisdictions, stakeholders and partner organization to strategically support Advanced Education's mandate and the Government of Alberta's economic policies and desired outcomes.**

Activities:

- Works closely with industry, post-secondary representatives and other Ministries on an ongoing basis to develop tools and strategies that strengthen research commercialization in Alberta's post-secondary system (e.g., Research Commercialization Working Group (RCWG), one government funding approach).
- Initiates and encourages innovation to inform strategies and policies for research commercialization and promotion of post-secondary innovation and research talent development, in collaboration with other Ministries, governments, partner organizations and stakeholders.
- Provides strategic research and advice to Director, ED, ADM and DM on opportunities for leveraging federal policies, funding programs and partnerships with other stakeholders in support of Advanced Education's strategic agenda on diversifying revenue for post-secondary research.

### **3. The perspectives and requirements of the branch, department and government are represented and integrated with business policies and strategies and communicated appropriately through**

**leadership, consultation and active collaboration across cross-ministry and inter-divisional policy initiatives concerning research and innovation and with partners and stakeholders.**

**Activities:**

- Represents department positions during discussions with stakeholders and other departments to identify issues and develop policies, strategies and initiatives.
- Represents department on related economic cross-ministry and/or policy steering committees.
- Establishes and maintains partnerships and linkages with key stakeholders and partners (RCWG industry members, post-secondary Vice Presidents (VPs) of Research and Innovation, industry groups engaged in priority areas of research and innovation, etc.).
- Communicates and consults with clients, partners and stakeholders on research and innovation strategies and potential policy directions.

**4. Strategic options and evidence-based advice are provided to the Director, ED, ADM, Executive Team, Minister and other senior government officials (where required).**

**Activities:**

- Provides leadership for the effective and efficient preparation of briefing notes and correspondence, issues resolution and key messages to support the Director, ED, ADM, Executive Team and Minister in accomplishing the core function and purposes of Advanced Education and the promotion of its policies and strategies concerning post-secondary research and innovation.
- Provides sound advice, expertise and recommendations for post-secondary research and innovation.
- Leads the development and application of innovative ideas to enhance the role of the post-secondary education system in Alberta's research and innovation ecosystem and its contribution to Alberta's economic competitiveness.
- Provides strategic thinking and leadership to the Director in the direction of research and innovation policies for the Ministry and across government.
- Ensures advice is evidence-based and supported by Ministry resources.

**5. Unit policy staff are supervised, and the Director is supported in achieving the mandate and goals of the Post-secondary Research and Innovation unit.**

**Activities:**

- Manages, supervises, coaches and mentors a team of 3 policy analysts (including the development of learning plans, performance agreements) and allocates and manages staff work assignments and outcomes.
- Aids in the recruitment of unit staff.
- Ensures that PSRIS operations are planned and managed to deliver outcomes associated with branch, department and government strategic directions, business and operational plans and performance agreements.
- Supports unit operations including planning and managing efficient and effective use of resources to achieve goals.
- Contributes to the development, implementation and evaluation of operational processes, including identifying issues, developing related recommendations and preparing plans, briefings and strategic options.
- Acts for the Director when required.

**Problem Solving**

**Typical problems solved:**

The Manager is called upon to solve a number of problems in the process of providing essential leadership on policy and other strategic matters related to research and innovation. These problems typically arise out of managing an emerging area of policy, diverse interests, and can often come as a result of stakeholders, staff, or policy direction from the Minister or other decision-makers.

Given its emerging status, there are few established precedents available to guide efforts, with this position continually providing support to the Director for the development and enhancement of the province's post-secondary system and its role in the research and innovation ecosystem. This includes providing the Minister and other senior Ministry and government officials with advice and support relating to strategies, policies, legislation and approaches that affect Alberta's post-secondary research and innovation system. To accomplish this, a wide variety of skills are required including strong strategic problem solving, negotiation, consultation, collaboration and consensus-building, and prioritization skills. The position requires the ability to

identify the fundamental issues in relation to barriers for post-secondary research commercialization and related factors that may require a policy response or strategic direction. Analysis must be undertaken as to how these directions relate to various policy initiatives and the relationship to similar questions in related initiatives and to the broader strategic intent expressed by government. The position must have the ability to draw on and analyze information from a variety of sources and perspectives to formulate positions on behalf of the department. This position is then required to convey information and advice to a broad audience including senior and executive level management from across the department and Government.

**Challenging situations typically handled by the Manager include:**

- Building and maintaining linkages with diverse clients to encourage and facilitate their active participation in issues identification, environmental scanning, research, and policy and strategy development;
- working with colleagues from other divisions and other Ministries in the development of strategy and policies associated with research and innovation, and balancing this objective with the need to identify gaps in existing programs and policies and inconsistencies with department direction;
- managing development of research and analysis activities to support long-term decision making;
- establishing solutions and/or recommended options to senior department representatives and officials for emerging issues and policies related to research and innovation and the post-secondary system;
- ensuring policy directions consider and integrate stakeholder input, department direction, political and fiscal realities, and operational feasibility, to arrive at options that reflect government direction for the economy and post-secondary system;
- identifying and promoting opportunities for improved outcomes in the department; and
- representing and communicating department and/or government positions to partners and stakeholders, balancing occasionally varying or conflicting perspectives with the requirement to promote acceptance of and commitment to department and government directions and strategies.

Human resource management is essential, with this position leading a team of policy analysts with diverse knowledge and skills.

**Types of guidance available for problem solving:**

The Manager functions within the context of established statutes, policies, directives, and guidelines developed by Cabinet and Alberta Treasury Board and Finance, as well as the Minister and DM. Key statutes and policies that set parameters and expectations for the work of the Manager include the Financial Administration Act, Government Organization Act, Public Service Act, Freedom of Information and Protection of Privacy Act, various departmental statutes and regulations. These acts, policies and directives provide the mandate for the major outcomes expected of the PSRIS unit. The ED and Director determine work unit goals, objectives, and priorities; assign major responsibilities and projects; and are available for consultation and guidance.

**Direct or indirect impacts of decisions:**

Long-term strategic direction and key priorities for the unit are determined by the Executive Team and other senior department and government officials, with relevant legislation, regulations, policies and frameworks providing broad parameters within which to operate. As a key member of the PSRIS unit, the Manager is responsible for supporting the Director in achieving relevant outcomes and helping define strategic direction particularly with respect to the research and innovation outcomes of the post-secondary system. The work carried out by this position is complex and affected significantly by emerging trends, political decisions and priorities established in government's strategic plans, economic agenda and the Ministry business plan.

The post-secondary system is evolving and dynamic, with post-secondary research and innovation policies and strategic direction playing a strong and growing role in Alberta's economic well-being and growth. Departmental policies in this area directly impact a broad and diverse government agenda and has an impact on Alberta's learners and workers. Ministry programs are subject to strong societal and economic influences, with strategic decisions affecting economic recovery, the supply of a trained workforce and the role of research and innovation in economic growth and social impact.

The position requires the manager to be up to date on evolving technologies, innovation and research advancements. The Manager is relied upon to identify the impact of policies and proposals on the department

and post-secondary system, as well as provide the Director, ED, ADM, and senior department representatives with strategic information having the potential to directly affect government policy and the role of the post-secondary system in Alberta's competitiveness. The actions taken and recommendations made by this position have potential for considerable influence on critical decisions for policy and program directions. Ultimately, these decisions have potential for significant impact on the Ministry's role and policies in research and innovation and the allocation of resources and financial commitments.

Key Relationships

Major stakeholders and purpose of interactions:

The Manager requires superior interpersonal and facilitation skills to establish and maintain effective relationships with a wide variety of Ministry and Government representatives, representatives of other governments, and external stakeholders with interests in advanced education policies, issues, and programs. The Manager is expected to exhibit and model these skills when consulting and collaborating with and influencing stakeholders, partners, and decision-makers. Issues dealt with are often sensitive and/or controversial, with the Manager called on to balance and reconcile differing and often competing interests while demonstrating responsiveness, flexibility, and adaptability. Cooperation, collaboration, and teamwork are emphasized when achieving results.

External

Representatives of post-secondary institutions, including VPs of Research and Innovation and their offices; stakeholders including industry and employers, higher education organizations and agencies such as Alberta Innovates, Council of Canadian Innovators, Business Council of Alberta, Creative Destruction Lab etc. to build and maintain collaborative working relationships; facilitate effective policy development; discuss and consult on complex policy issues; present advice to the Ministry on research and innovation priorities and policies; identify opportunities for collaboration; encourage innovation; negotiate solutions.

Representatives of other Ministries, including TI, Energy and Minerals, Agriculture and Irrigation, etc., to facilitate effective strategy development and coordination, provide expert advice and consultation relating to policies, practices, and options that relate to overlapping concerns; develop strategic plans and approaches and relationships; provide information and respond to sensitive and complex issues.

Internal

Senior department officials (ED, ADM, DM) to provide expert advice and consultation relating to research and innovation and economic policies and linkages, practices, and options; develop strategic frameworks and approaches; provide information and respond to sensitive and complex issues.

Representatives of departmental divisions and program areas to provide strategic policy leadership and advice as it relates to research and innovation direction; collaborate on initiatives; exchange information; develop effective working relationships.

ED and Director to lead development of plans and strategies; provide advice; resolve complex issues; facilitate collaboration.

PEI Managers to collaborate on initiatives; exchange information; lead development of plans and strategies; resolve complex issues.

PSRIS staff to lead development of plans and strategies; provide direction and advice; resolve complex issues; facilitate collaboration; provide coaching and guidance.

Post-secondary Policy and Strategy staff to ensure coordination of policy issues and/or legislative/ governance directions and Ministry plans and data, understand timelines, and resolve complex issues.

Required Education, Experience and Technical Competencies

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

If other, specify:

Experience working with industry and/ or post-secondary institutions and government policy.

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

**Ability to work effectively in a complex, inter-connected, multi-stakeholder environment**

• Strong understanding of:

- the research and innovation ecosystem in Alberta;
- linkages between policy, planning, regulatory decision-making, monitoring, evaluation;
- reporting and policy evaluation;
- the political environment within which the department operates; and
- government business plan goals, policy directions, structure and ABCs.

• Knowledge of public administration practices.

• Knowledge of the research continuum.

• Well-developed expertise in policy development/strategic frameworks and department and government decision processes.

• Familiarity with applicable policy, legislation and regulations, both provincial and federal, and other GOA legislation.

• Ability to achieve results through the work of other units, departments or organizations over which the incumbent has no formal authority.

**Organizational and Analytical Skills**

• Strong organizational, time and project management skills to effectively balance multiple priorities and demands.

• Strategic thinking, the ability to anticipate potential issues and how they could impact the department, government and stakeholders.

• Ability to analyze complex issues, consider, and synthesize information from multiple sources and perspectives, and develop options.

• Ability to analyze system issues and components and identify performance improvements and options to achieve strategic outcomes.

**Interpersonal and Leadership and Management Skills**

• Excellent leadership and management ability. Experience in leading and coordinating projects, consultation processes and leading and working in diverse teams.

• Ability to effectively represent the department's and/or government's position.

• Well-developed interpersonal and negotiation skills.

• Leadership, management and supervisory skills to lead teams as they analyze complex issues, identify options, make strategic recommendations, set priorities and operationalize plans.

• Commitment to the development of staff and willingness to delegate and develop strategic capacity in the team.

• Ability to help plan and implement change-management initiatives within the team and across multiple stakeholders; assure appropriate messaging for different leadership and audiences; adapt to evolving policy outcomes and continuous improvement.

**Communication Skills**

- Excellent written and oral communication skills - the ability to present significant amounts of complex information in a clear and concise format.
- Ability to effectively communicate and translate the bigger picture roles, goals, policy, departmental, and government direction to staff and working partners.
- Strong ability to effectively communicate with industry, specialists and non-specialists, and representatives from other jurisdictions.
- Excellent mediation, negotiation, facilitation and collaboration skills.
- Ability to develop partnerships, motivate, build consensus and establish a common vision.
- Experience in multi-stakeholder engagement and working group processes, and the ability to work with stakeholder groups toward collective actions and impact.

## 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 checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<p>Takes a long-term view towards organization's objectives and how to achieve them:</p> <ul style="list-style-type: none"> <li>• Takes holistic long-term view of challenges and opportunities</li> <li>• Anticipates outcomes and potential impacts, seeks stakeholder perspectives</li> <li>• Works towards actions and plans aligned with APS values</li> <li>• Works with others to identify areas for collaboration</li> </ul>	<ul style="list-style-type: none"> <li>-Monitors economic, innovation, international and political environment to ensure broader trends are reflected in policy and strategic policy options</li> <li>-Maintains focus on larger government and departmental objectives and integrates those into all policy and strategic frameworks/ tools</li> <li>-Plans for policy and strategic needs and addresses them proactively</li> </ul>
Drive for Results	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<p>Takes and delegates responsibility for outcomes:</p> <ul style="list-style-type: none"> <li>• Uses variety of resources to monitor own performance standards</li> <li>• Acknowledges even indirect responsibility</li> <li>• Commits to what is good for Albertans even if not immediately accepted</li> <li>• Reaches goals consistent with APS direction</li> </ul>	<ul style="list-style-type: none"> <li>-Ensures high-quality policy product that facilitate decision-making by department and Minister</li> <li>-Collaborates extensively with colleagues (other Ministries, divisions and external partners) in development of policy options, policy positions, and strategies</li> <li>-Seeks to help define strategic objectives, and aligns policy projects with those objectives</li> </ul>
Agility	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Identifies and manages required change and the	-Adjusts to rapid and frequent changes in



		<p>associated risks:</p> <ul style="list-style-type: none"> <li>• Identifies alternative approaches and supports others to do the same</li> <li>• Proactively explains impact of changes</li> <li>• Anticipates and mitigates emotions of others</li> <li>• Anticipates obstacles and stays focused on goals</li> <li>• Makes decisions and takes action in uncertain situations and creates a backup plan</li> </ul>	<p>direction</p> <ul style="list-style-type: none"> <li>-Provides high quality policy products in short time-frames based on changing expectations</li> <li>-Adapts to new priorities and ensures staff and colleagues are able to do so</li> <li>-Can provide innovative policy solutions with little notice</li> <li>-Ensures policy and strategic options are informed and based on recent innovations with a focus on research commercialization models</li> </ul>
Creative Problem Solving	○ ○ ● ○ ○	<p>Engages the community and resources at hand to address issues:</p> <ul style="list-style-type: none"> <li>• Engages perspective to seek root causes</li> <li>• Finds ways to improve complex systems</li> <li>• Employs resources from other areas to solve problems</li> <li>• Engages others and encourages debate and idea generation to solve problems while addressing risks</li> </ul>	<ul style="list-style-type: none"> <li>-Proposes innovative policy options and solutions to solve complex problems</li> <li>-Seeks input from diverse perspectives to address policy challenges</li> <li>-Encourages staff and colleagues to explore creative solutions to addressing uncertainties</li> </ul>
Develop Networks	○ ○ ● ○ ○	<p>Leverages relationships to build input and perspective:</p> <ul style="list-style-type: none"> <li>• Looks broadly to engage stakeholders</li> <li>• Open to perspectives towards long-term goals</li> <li>• Actively seeks input into change initiatives</li> <li>• Maintains stakeholder relationships</li> </ul>	<ul style="list-style-type: none"> <li>-Works with partners and colleagues from across the department, other ministries and stakeholders to craft policy options and address issues</li> <li>-Serves on cross-ministry committees and liaises with colleagues from other jurisdictions</li> <li>-Works with stakeholders and partner Ministries/ agencies to gain critical intelligence and develop strategic frameworks and direction</li> <li>-Build new and continuous relationships with different industry partners, new Ministries, and government agencies</li> </ul>



			to support the work of the unit in innovation and research commercialization
Develop Self and Others	○ ○ ● ○ ○	Plans according to career goals and regular development: <ul style="list-style-type: none"> <li>• Aligns personal goals with career goals</li> <li>• Leverages strengths; attempts stretch goals</li> <li>• Provides feedback and openly discusses team performance</li> <li>• Values team diversity, and supports personal development</li> </ul>	-Encourages continuous learning and development among staff -Seeks innovative and new approaches to addressing organizational goals -Fosters development of team environment

### Benchmarks

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

### 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.

\_\_\_\_\_  
Employee Name

\_\_\_\_\_  
Date yyyy-mm-dd

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Supervisor / Manager Name

\_\_\_\_\_  
Date yyyy-mm-dd

\_\_\_\_\_  
Supervisor / Manager Signature

\_\_\_\_\_  
Director / Executive Director Name

\_\_\_\_\_  
Date yyyy-mm-dd

\_\_\_\_\_  
Director / Executive Director Signature

\_\_\_\_\_  
ADM Name

\_\_\_\_\_  
Date yyyy-mm-dd

\_\_\_\_\_  
ADM Signature