

Working Title Manager, Digital Solutions		Name	
Position Number	Reports to Position No., Class & Level	Division, Branch/Unit Strategic Services, Modernization Office / Service Transformation	Ministry Assisted Living and Social Services
Present Class Manager (Zone 2)	Requested Class Manager (Zone 2)	Levels to Deputy Minister (Not including incumbent level) 4	
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, Service Transformation, this position provides leadership and direct supervision to the Digital Solutions units in the Modernization Office (MO) Branch of Strategic Services.

The Modernization Office is a significant accelerator in advancing implementation of a new Seniors, Community and Social Services (SCSS) Digital Roadmap and achieving the ministry’s future state digital vision – providing simple, modern and accessible digital services that empower Albertans to achieve their goals. SCSS is modernizing the way we deliver services to provide an improved user experience for our clients, reduce administrative burden on staff and enable sustainability of programs. In partnership with Service Alberta and Technology and Innovation SCSS is modernizing its systems to simplify and enhance service delivery for low-income, vulnerable Albertans.

The Service Transformation unit provides capacity in the MO to conceptualize, structure, lead and implement large and small-scale projects to improve the effectiveness and efficiency of service delivery for Albertans. The unit combines stakeholder engagement, environmental scanning, strategic leadership, human centred design, user experience research and practice, digital solution development, testing, implementation and evaluation expertise to move concepts to reality. The unit is comprised of two functional sub-units providing mirror services to different program portfolios in SCSS.

The Manager, Digital Solutions leads and supervises a team of professional staff to adopt leading practices in human-centred design, user experience and research, product management, and prototyping and testing to ensure end user needs are met in technical solutions. The team focuses on the business role in design, development and implementation of effective digital technology, advancing the digital first approach championing and tracking progress on the ministry’s Digital Roadmap and priorities.. The management of these responsibilities positions the ministry to adopt modern approaches, tools and technologies by assuming business accountability for progress, advancing innovation based on user needs and preferences, developing business capacity to be responsive to industry advances and portfolio management of the range of business products.

The Manager works closely with other areas within the Branch, across SCSS and other ministries, as well as with external stakeholders, influencing partners to deliver on project objectives. Project outcomes affect a wide spectrum of Albertans as policies, practices and systems are developed or enhanced to best meet their needs.

The Manager, Digital Solutions is accountable for complex and varied work in the following key areas:

1. Leads projects and initiatives that result in large and small-scale process, workflow and system improvements, with a focus on the design, development and implementation of innovative human-centred design practices to guide the design and improvement of SCSS programs, policies and services.

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2. Develops the business role of product management in design, development and implementation of effective digital technology for the department to improve the effectiveness and efficiency of service delivery and user experience for Albertans and ministry staff.
3. Applies highly developed functional expertise and a range of service design and project management methodologies to support successful implementation of projects within the Branch and the ministry.
4. Leads and develops a team of professional staff, providing mentorship, support and advice to members.
5. Establishes and maintains effective relationships with key internal and external stakeholders to deliver on project objectives and advance the ministry's strategic agenda.

The Manager provides leadership and supervision to a team of professional staff and contracted digital resources.

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. Leads projects and initiatives that result in large and small-scale process, workflow and system improvements, with a focus on human-centred design.

- Oversees analysis of key trends and issues; coordinates targeted intelligence; identifies opportunities for service delivery improvement; conducts impact analyses; and develops recommendations for senior management.
- Coordinates research on trends and leading practices to inform and provide support to the director in developing project considerations and outcomes, strategic options and long-term directions.
- Develops and applies a coordinated project management approach to operationalize project work plans and provide day-to-day oversight for project activities and deliverables.
- Oversees the analysis and design of service delivery improvement and integration activities including current state analysis, solution research, data analysis, business requirements identification and system design.
- Develops the team's capacity in establishing human-centred design practices to guide the design and improvement of CSS programs, policies and services.
- Creates an environment for leading practices in user experience and research, including targeted engagement with CSS clients and staff, prototyping and testing to understand behaviours, preferences and ensure user needs are met through redesigned processes, services and systems.
- Supports the Director in building human-centred design competency and capacity across CSS through training, resources and direct support and advice.
- Supports decisions regarding appropriate implementation activities and strategies by completing, in consultation with end users, risk, impact and readiness assessments and recommending responsive strategies.
- Identifies and articulates project issues, challenges, risks and opportunities and creates options and recommendations for successful mitigation.
- Determines appropriate processes with partners and stakeholders to identify root causes and resolve complex issues while ensuring implementation-related activities are focused, aligned, and coordinated.
- Works closely with service delivery senior management to ensure creation of effective and relevant service delivery practices and models of support.
- Ensures team and project activities align with the GOA mission and vision, CSS priorities and major government frameworks and initiatives, including Integrated Service Delivery.
- Recommends strategies and supports development and rollout of communications, stakeholder engagement and change management plans and activities to ensure internal and external stakeholders are informed, engaged and supported throughout project implementation.
- Reports the status of projects to executive leads, both in person and electronically, through a variety of presentation formats.
- Oversees and supports development of briefings/correspondence that succinctly identify the issues, meet quality standards, and reflect government and ministry policies or positions.

2. Develops the team's capacity in digital product management.

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- Facilitates the capacity of the team to define the direction of the product (digital solution) through research, vision-setting, alignment, and prioritization by working closely with the development team to execute against the business goals.
 - Champions the use of an agile mind set in all aspects of the work helping the team to manage and visualise outcomes, prioritise work and work to agreed minimum viable product (MVP) and scope.
 - Ensures strategic ownership of the product by business through articulation of complex concepts in understandable terms.
 - Leads teams through the full product life cycle identifying the tools and techniques needed for each stage.
 - Ensures the end user is the focus of all products, bringing insight and expertise in how user needs change over time, and applying strategic thinking in how to provide the best service for the end user.
- 3. Applies highly developed functional expertise and a range of service design and agile project management methodologies to support successful implementation of projects within the Branch and the ministry.**
- Maintains a high level of expertise by staying up-to-date on new approaches, keeping abreast of emerging trends and best practices and maintaining relationships with other internal and external subject matter experts.
 - Provided advice and support to other projects in the MO and the ministry.
 - Works with senior leadership and other internal and external stakeholders to facilitate understanding and application of functional areas processes and tools.
 - Acts as the Director's advisor, represents the Director during their absence, and assists and advises the Executive Director on the best direction for human-centred design and product management activities.
- 4. Leads and develops a team of professional staff, providing mentorship, support and advice to members.**
- Builds and nurtures a team that has capacity to support and guide the execution of projects with variable degrees of scope and complexity.
 - Provides mentoring, coaching, training and support to staff in enabling their professional development.
 - Considers and develops plans to meet future human resource needs of the manager's and Branch's teams.
 - Provides clear directions and delegates tasks to staff.
 - Provides oversight and support to staff in achieving their tasks
 - Manages staff performance and provides ongoing and periodic performance feedback to staff.
 - Promotes team cohesion and productivity.
- 5. Establishes and maintains effective relationships with key internal and external stakeholders to deliver on project objectives and advance the ministry's strategic agenda.**
- Provides expert analysis and advice on project management, analysis, human centred design, product management and implementation techniques to stakeholders.
 - Develops effective partnerships with all stakeholders, managing by way of trust and influence, to ensure an effective, timely and smooth delivery of project activities and deliverables.
 - Represents the Branch on cross-ministry project work and in doing so, creates positive and effective working relationships with all stakeholders.

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:

- University degree in business administration, social sciences, public administration or related post-secondary education.
- Directly related education or experience considered on the basis of: 1 year of education for 1 year of experience; OR 1 year of experience for 1 year of education.
- PMI certification is an advantage.

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 government strategic goals and policy directions, particularly as they relate to SCSS mandated business plans, priorities, organization, and decision-making structures of lead, partner, and support ministries.
- Depth and breadth of knowledge of SCSS programs, services, service delivery mechanisms and Information Technology systems.
- Strong understanding of the behaviours and preferences of individuals accessing SCSS programs and services, including barriers to access.
- Knowledge of contract management practices and processes.
- An understanding of the strategic role of the Strategic Services, including its linkages and relationships to other divisions in SCSS.
- An advanced understanding of the political environment within which the ministry operates, and of government decision-making processes.
- Position will require extensive knowledge in the following areas:
 - Innovation and best practices in social services policy, practice and service delivery;
 - Industry best practices and methodologies related to project development, human centred design, product management, evaluation and monitoring, including knowledge of business planning and strategic alignment processes, outcomes management, financial management, capacity management, performance management, risk management and stakeholder management; and,
 - Branch communication and stakeholder engagement strategies and their relationship to other government policies and procedures.

Experience:

- Demonstrated ability to strategize and create effective solutions and see them through to implementation.
- Demonstrated ability to make key decisions and have direct leadership responsibility.
- Demonstrated ability to operate effectively within a complex organization and continually changing business environment.
- Experience managing direct reports, providing direction and mentorship. Demonstrated ability to influence others that are not direct reports.
- Expertise in handling confidential and sensitive communication.
- Experience with human resource management, particularly the management of staff and contracted resources with diverse and specialized knowledge and abilities.
- Experience building relationships across ministries and stakeholder representatives to facilitate consensus, decisions, and solutions that incorporate diverse perspectives is highly desirable.
- Verbal and written communication skills, including ability to develop and deliver presentations and strategic recommendations to key decision-makers, stakeholders and partners.
- Organizational skills and project management skills.
- Change and transition management skills.
- Position will require extensive experience in the following areas:
 - Innovation in service delivery, policy and/or practice;
 - Project management in a complex environment implementing large and small scale multi-faceted projects;
 - Human-centred design including user experience and research;
 - Digital product management ensuring the solution meets the needs of the end user;
 - Management in a service-oriented environment (preferably in a social-based organization with a wide scope of programs and service);
 - Leading service design and business process improvement initiatives; and,
 - Leading transformational initiatives and directing associated implementation efforts including post implementation evaluation.

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 Manager provides leadership and support across a broad range of projects aimed at advancing a Digital First approach and improving effectiveness and efficiency of SCSS programs and services. The Manager oversees a team of professional staff and contract resources performing work related to human-centred design and user experience, digital design and planning/coordination of the SCSS Digital Roadmap and priorities. As such, the Manager requires a breadth and depth of knowledge and understanding related to ministry programs, services and service delivery mechanisms, digital and IT capabilities and infrastructure, as well as the needs, preferences and barriers of SCSS clients and staff delivering services.

The Manager must apply a systems thinking approach, working in collaboration with program and corporate business areas to meet ministry outcomes and advance the ministry’s ambitious transformation agenda. SCSS is focused on finding efficiencies and better ways of providing services with finite resources. Demand for new digital solutions and project management support is high, and this position plays a key role in recommending the prioritization of projects, which involves negotiating different perspectives, priorities and expectations with senior leadership across SCSS.

This position must quantify and qualify impacts of potential projects to the ministry’s short, medium, and long-term outcomes and recommend the most effective course for achievement. The Manager identifies risks and issues that may affect the successful execution of projects to the attention of the program areas, corporate services areas and executive leadership and leads the mitigation and solution building for these risks and issues.

The Manager leads and supports multiple projects and initiatives to modernize and improve the delivery of SCSS programs and services. This requires ongoing engagement with program and business areas across the ministry to prioritize and sequence projects, coordination and allocation of resources and subject matter experts, rigorous monitoring and reporting of project outcomes, and a strong focus on communication and change management.

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](#)).

With the recent reorganization and Executive Team direction to build capacity in the areas of human-centred design, user research and digital design, this Manager is challenged with assigning and overseeing a small pool of resources to effectively deliver on the ministry’s ambitious digital first and transformation agenda. This requires the ability to operate in an environment with high visibility and impact, multiple priorities, competing agendas and rapid change. The Manager must champion solutions that will fundamentally transform service delivery and the work staff perform to support Albertans, while ensuring that solutions are cost effective, sustainable and responsive to the broad range of client needs and capabilities and the changing expectations, behaviors and preferences of both clients and staff.

The Manager leads, oversees and supports service delivery improvement projects and digital initiatives to support a diverse range of SCSS programs and services in the areas of disability services, financial supports, employment services, and community supports. Significant challenges include managing multiple project priorities with limited resources, addressing the diverse needs of the program areas, and resolving issues and influencing actions of others that are not direct reports. The Manager must be able to handle ambiguity in a complex and changing strategic environment, under pressures and using sound judgement, tact and diplomacy. They must also be adept at quickly responding to emerging issues and resolving crises that affect projects and stakeholders with little precedent or guidelines.

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, decision-making and action(s) taken) (See Writing Guide [Pages 12-13](#)).

Clients	Frequency	Nature and Purpose of Contact
Internal Project Team members Direct reports	Daily Daily	Provide direction and support to advance assigned projects Provide direction and support, develop capacity and create a positive workplace culture; human resource and performance management

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, decision-making and action(s) taken) (See Writing Guide [Pages 12-13](#)).

Clients	Frequency	Nature and Purpose of Contact
Director and other Senior Management	Weekly	Consults with Director on the status of projects; obtains advice/direction on projects; provides recommendations and advice on projects; actively participates in branch management meetings
Ministry business/program areas including management and senior management	Weekly	Consultation, collaboration, support, change management, planning, problem solving, relationship management
Committees/Working Groups	Monthly	Presents findings, reports and recommendations on projects to support effective, evidence-based decision-making; leads co-design workshops and usability testing activities.
Cross-Ministry	Monthly	Partners/collaborates/engages with other ministries on complex projects that overlap the scope of multiple ministries, identify opportunities for collaboration, develop strategic partnerships and working relationships.
External External agencies, service providers and Albertans	As required	Engage external stakeholders including community agencies and Albertans in user research/user experience to inform design of CSS services and access channels, including digital tools.
Contracted resources	As required	Provide direction and expertise; manage activities; resolve complex issues; monitor deliverables

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](#)).

The Manager leads, oversees or supports diverse and strategic initiatives that have ministry and province wide impact. The Manager is accountable for work that has a major impact on how Albertans and ministry staff interact in the delivery of ministry programs. The projects led or supported by this team apply robust project management practices, methodologies and tools to initiate, design and implement effective projects that advance ministry priorities and improve end user experience for Albertans and staff.

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](#)).

As part of a ministry-wide reorganization, the scope and mandate of the MO branch has expanded to include dedicated capacity and expertise in the areas of human-centred design, user research and digital design. This has necessitated a realignment of functional responsibilities and the creation of the Digital Solutions team. The Manager role is expanding beyond its focus on business process and service delivery improvement to also include digital and human-centred design.

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

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