

Working Title Director, Policy and Service Coordination		Name	
Position Number	Reports to Position No., Class & Level Francophone Secretariat	Division, Branch/Unit Arts, Culture and Status of Women	Ministry
Present Class		Requested Class	Levels to Deputy Minister (Not including incumbent level)
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 Francophone Secretariat Executive Director (Division Head), this position is responsible for leading and managing a multi-disciplinary team of professionals and for providing leadership to other business areas across government on the implementation of the province's first cross-ministry French Policy and in providing governance to ensure the policy continues to be given practical effect by ministries and agencies (e.g. services in French are incrementally added and continuously improved).

Visionary leadership, collaboration and strong interpersonal skills are essential in this role. To be effective in its role, the Director must foster strong working relationships with internal and external stakeholders from various sectors, ensure effective processes are in place, and strategically leverage available provincial and federal funding sources to develop new or enhance existing services in French across government.

This means working with at least two, if not three orders of government, all 20+ provincial ministries, approximately 15 provincial agencies (e.g., Alberta Health Services, WCB, AGLC), as well as approximately 15 major francophone stakeholders; it also means an in-depth understanding of roles and mandates of other ministries, multiple and complex sectors, subject matters, systems and dependencies each unique to the client ministries (ranging from health care services to immigration policy to corporate registries and everything in between).

This will require significant policy expertise and strategic aptitude working in an environment that is new, complex and changing, with processes that are often not established or understood in order to support integration and alignment across GOA and its agencies.

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](#)).

- Lead a team of multidisciplinary professionals who advance the implementation of the French Policy and work with the related ADM Committee to ensure new or enhanced services in French are developed by client ministries and agencies across the GOA in accordance with the French Policy and in collaboration with external stakeholders;
- Lead and coordinate the development of government decision documents and processes to support effective decision making for implementation of the French Policy;
- Lead and coordinate processes related to revenue spending (federal funding) as part of implementing the French Policy;
 - This includes negotiating with client ministries to optimize provincial and federal funding by coordinating the Alberta Government's submission to the federal government for multi-year funding for services in French and ensuring other federal funding opportunities through federal-provincial agreements are considered by other departments.
- Lead cross-ministry efforts to monitor, evaluate and report on GOA accomplishments and progress in enhancing

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services in French per cross-government multi-year action plans;

- Identifying and resolve governance issues related to Ministerial and Cabinet decision items brought forward by Ministries implementing the French Policy;
- Proactively lead policy, program and initiative alignment, integration and coherence across the GOA particularly other transformative initiatives such as Diversity and Inclusion, GBA+ strategy, Employee Engagement and Innovation in Service Delivery;
- Develop and coordinate policy responses for high-profile, politically sensitive, complex issues involving multiple business areas within the Ministry and across the GOA;
- Provide proactive monitoring, analysis, strategic advice and issue resolution related to policy development, cross-ministry governance and coordination enabling effective and ongoing implementation of the French Policy;
- Responsible for ensuring that any significant changes to service levels in French across Government are brought to the attention of the Minister responsible for the Francophone Secretariat and that any issues are resolved effectively and mitigation strategies are implemented by client ministries to minimize implications on external 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](#)).

In order for the French Policy to be effectively implemented and for it to continue to lead to new and incremental improvements to government services in French, it will be essential for the Director to leverage a number of skills and experience so as to ensure all ministries take ownership in giving practical effect to the policy. As such, the following knowledge and experience would be invaluable in this position:

- Required: undergraduate degree, preferably in political/social science, community development or public administration;
- Knowledge of public policy development processes and Government of Alberta programs, services and systems to deliver those systems and engage with other government and external stakeholders;
- In-depth knowledge of best practices in the delivery of government services in French in a minority setting as well as knowledge of linguistic policies and legislation across Canada, particularly the federal Action Plan on Official Languages and different approaches utilized in provinces such as BC, SK, ON, NB and QC;
- Thorough understanding of community development principles and challenges and strategies for building community capacity;
 - Some hands-on experience in community development as an executive employee or board member within the francophone community organizations outside of Québec would be an asset;
- Substantial professional experience developing/implementing public policies, managing stakeholder relations and issues facing the Francophonie outside of Québec (linguistic and cultural);
- Excellent oral and written communication skills - extremely high degree of fluency in both French and English required;
- Superior interpersonal skills, preferably with facilitation experience;
- Finely tuned analytical skills – ability to synthesize information into concise and strategic reports and summaries;
- In-depth knowledge of Alberta's francophone community, its history, organizational structure, demographics, institutions; and
- In-depth knowledge of the structure and policies of the Government of Alberta and federal departments such as Canadian Heritage.

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 Director must be able to think and act both strategically and operationally, given the range of responsibilities, from developing a linguistic/cultural lens to existing or new policies to maintenance of strategic relationships within and across departments.

The Director must be able to liaise and engage effectively to support the work of the section and effectively support other business areas in government. This position must work with leads at a variety of levels including Executive Directors, and

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Senior Managers within the Government of Alberta as well as external agencies. Information and perspectives from these areas must be integrated in a way that assures credibility, transparency to meet Department and government social, cultural and economic objectives.

Examples:

- Leading the collaborative approach to working with staff across the home department and Ministries to identify policy issues/conflicts related to the developing and enhancing programs, services and resources in French.
- Additionally, the role involves leading the coordination of proposal callouts, review, and development of a government-wide submission for federal funding.
- Decisions on these projects and programs have the potential to impact approximately \$2 million in revenue spending (through various federal-provincial agreements).

The Director engages on behalf of the division with more than 30 senior officials in other ministries and approximately 15 major external stakeholders regarding the assessment of needs, priority setting and the identification of concrete initiatives to improve government services, resources and programs in French. The leadership espoused by the Director allows the division to proactively support other ministries and agencies in successfully implementing their respective multi-year action plans, coach external stakeholders to improve planning and readiness to engage with government, address service issues in a timely fashion with the appropriate stakeholders and mitigate risk. The Director also mentors, motivates, develops and sets the business goals and priorities for three (3) employees in the division.

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](#)).

Key challenges of the position include:

1. Infinite timeframe for implementation

The French Policy is new and its implementation will be ongoing; there is no sunset anticipated and rather, the scope and complexity of the policy will continue to evolve and increase over time. The Director will need to manage demands for short term outcomes and outputs, incorporating them into a long term vision that maintains steady progress on addressing root causes and providing preventative solutions while incrementally increasing government services in French across ministries.

2. Capturing and conveying the spirit of the policy to internal and external stakeholders

Understanding and conveying the spirit of what the policy intends to achieve is essential, particularly as other government policies and priorities evolve around it. Conflicting perspectives between government policy direction(s) and implementation must be aligned, and a solution that can move the French Policy agenda forward must be determined by this position. For example, per the spirit of the policy, there will be a need to constantly position the French lens in government policies and priority actions on a go-forward basis.

3. Scope of the policy shift & varying levels of support internally

The policy also represents a major shift in government policy, a shift that has been clearly articulated by Cabinet despite reservations from a number of ministries. There is also a high level of uncertainty associated with shifting responsibilities/functions within government with respect to the French Policy's implementation (e.g., translation services, communications, etc.). There will be challenges and perhaps even conflict given the varying levels of understanding, support and comfort by ministries with this shift. The Director must help ministries and select agencies across government challenge the status quo, question current approaches, consider innovative solutions, adapt to change, engage with new and often underrepresented stakeholders, and maintain a level of momentum in the improvement of government services in French within available resources.

4. Limited access to resources in a fiscally-constrained budget environment.

This objective is made more difficult by the absence of any dedicated funding to support new or enhanced services and no oversight by the Director on the use of funds in other ministries. This means the Director will need to work closely with client ministries to identify/negotiate opportunities to maximize existing funding for services in French and identify other potential sources of revenue for those client ministries (e.g., federal-provincial agreements). It will also mean agilely adapting process and expectations to manage funding issues related to French Policy spending.

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5. Absence of clear mechanisms, processes and standards

A number of new mechanisms, processes and standards will need to be developed to ensure the policy is achieving its outcomes. Many of these elements will be difficult to develop in an ever-changing environment and may further push other ministries outside of their comfort zone. Again, interpreting the spirit of the policy, the Director will need to bring consensus up in order to achieve the policy's overarching goals.

6. Managing external stakeholder relations

The Director will also regularly face challenges in tempering and managing external stakeholders' expectations, for example balancing a desire from stakeholders for robust engagement/involvement and government's ability to be responsive. Given the number of new processes to be developed, lack of French-language capacity across government and ongoing fiscal pressures, there is a high likelihood of tension in ensuring a pace of change that is meaningful to stakeholders yet realistic given the available resources. The Director will need to maintain a high level of trust and engagement with external stakeholders, and build a mutual understanding for the importance of a phased/incremental approach to change.

7. Fast-Changing Canadian Francophonie Landscape (demographics, policy frameworks, jurisprudence)

Given French is one of two official languages, the Director must also constantly review and analyze the local and national context within the Canadian Francophonie, as the evolution of services in French and related policy and legislative frameworks and jurisprudence in other jurisdictions, how these jurisdictions engage with community stakeholders, may all have direct and indirect implications in Alberta. The asymmetry that exists within the Canadian Federation (historical and political environments), adds a degree of complexity in that there may be multiple considerations at any given time to mitigate or resolve an issue.

8. Real-Time Bilingualism

Finally, working in both French and English presents a unique set of challenges and a degree of difficulty that may not be present in other positions. The policy was approved in both French and English. In addition to being interpreted differently by each language group, the position like the rest of the Francophone Secretariat division needs to constantly work from one language into the next, often without having the benefit of a translated document. This means the Director must not only reflect the spirit of the policy, but also interpret the spirit/position of the information that is to be shared between client ministries and external stakeholders. There are also more technical challenges to working in two languages: processes often take more time because you are essentially developing two versions of everything; this means developing processes that meet deadlines but still allow enough time for two language versions to be produced without compromising on quality.

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 - Executive Director of the Francophone Secretariat - Direct Reports: Community Liaison Officer, Policy Analyst, and French Service Coordinator - Other senior government officials from various departments - Elected officials	- Daily - Daily - Weekly/Monthly - Regularly	- Timely reporting on issues and improvements related to government services in French; proposes strategic positioning to raise at the DM and Ministerial levels to ensure the policy is given practical effect. - Mentors, motivates, develops and sets the goals and priorities for the French Policy's implementation plan. - To provide policy advice, facilitate contacts with external stakeholders, assist in the identification of meaningful services in French, identify opportunities to optimize provincial and federal funding, support the develop of ministry action plans for services in French and prepare the Government's consolidated submission to the federal government. - Provide assistance and advice to elected officials meeting with community groups (briefings, key messages, etc.)
External		

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
- ACFA elected members & staff - Key sector community groups (health, immigration, economic dev., arts and culture, education, youth, etc.) - Canadian Heritage & other PT government (members of the Ministerial Conference on the Canadian Francophonie - MCCF)	- Monthly - Monthly - Monthly	- Inform on the government's policies and positions and provide support in aligning the organization's strategies with the province's strategies and priorities - Inform on the existence of grant programs that might meet the needs of the community - Identify and support areas of greater bilateral and trilateral collaboration (e.g. as part of the Agreement on French-language Services, Quebec-Alberta Agreement, MCCF)

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](#)).

This position will have a long term impact on government services in French, not just on Culture and Tourism but for a number of ministries and major agencies across government. If successful in their role, the Director could improve health and wellness outcomes for a sizeable portion of the population (French-speaking Albertans represent approx. 7% of the total Alberta population), it could minimize the rate of assimilation among French-speaking Albertans, it could improve Alberta's competitiveness and attractiveness for investment and tourism, etc.

The Director faces challenges in implementing a policy that truly captures the spirit of the French policy while integrating provincial policy direction, stakeholder feedback, and broader economic, environment and social objectives. Securing participation and support of ministries, other governments and stakeholders in the implementation of the French Policy plan can be a significant challenge. Much of the work is broad, interdependent, complex, and requires original thinking and much collaboration to realize the objectives.

The incumbent will work with wide range of staff and internal/external stakeholders at different levels of seniority including the Executive level. There is a need to be able to communicate complex and new diversity and inclusion concepts, in straightforward ways, to a wide variety of audiences. Typical challenges include adapting to changing priorities, responding quickly and effectively to urgent requests, and working within a range of topic areas. The incumbent must take a strategic multi-disciplinary approach to their subject areas, working to present materials in a clear and concise format. Meeting facilitation and relationship building skills are essential.

The Director has the delegated responsibility to lead and recommend policy initiatives, determine strategies and in collaboration with other ministries, set direction and determine federal funding allocations for the development and enhancement of government services in French across the GOA. The ability to effectively engage with internal and external stakeholders in a variety of complex sectors (ranging from health, early childhood services, education, immigration, infrastructure, seniors, youth, economic development, etc.) in assessing issues, trends and best practices, determining community needs and aligning these with provincial priorities, identification of gaps and opportunities for improved services in French will enhance the effectiveness of the programs and will provide cross ministry clients with valuable knowledge and relationships which will aid in their ability to meet their business objectives as stated in their respective multi-year action plans for services in French.

Again, the Director also entails a degree of complexity that is absent in most APS positions: working in both official languages, often simultaneously. The job also requires a delicate balance between advocating community needs within government and advancing government priorities while bolstering community capacity, often having to bridge opposing views.

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](#)).

Government approved a first French Policy in June 2017. The policy puts greater emphasis on the Francophone Secretariat's coordinating role within government, and as a result, will lead to a restructuring of the division's core functions and hiring of additional staff members over time to fulfill translation duties, content development in French, and coordination of services in French.

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

Section Head, Water for Life [M420-48](#)
Manager, Aboriginal Liaison M420-30

Both the position and benchmark are accountable for making decisions that result in continuous improvement of policy, capacity building, for a specific population group, and for developing and maintaining positive relations and partnerships with the specific population communities and other ministries. Both require in-depth knowledge of the target population's culture, practices, structures as well as an understanding of governance and political dynamics, and both aim to translate this information into strategic action.

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](#)).

