

### Update

Ministry

Health

#### Describe: Basic Job Details

##### Position

Position ID

Position Name (30 characters)

Senior Program Analyst

Job Focus

Operations/Program

Supervisory Level

Agency (ministry) code

Cost Centre

##### Employee

Employee Name (or Vacant)

Vacant

##### Organizational Structure

Division, Branch/Unit

PH/Licensing & Compliance Monitoring/ Bus. Support

Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

#### Design: Identify Job Duties and Value

##### Changes Since Last Reviewed

Date yyyy-mm-dd

2025-03-21

Responsibilities Added:

No new responsibilities added.  
Updates include only updated terminology (title) to match existing org chart title

Responsibilities Removed:

N/A

##### Job Purpose and Organizational Context

Why the job exists:

The Senior Program Analyst (SPA) plays a crucial role in our Operational Policy and Training (OPT) unit, Business Support, Policy and Reporting Team (BSPU). The Licensing and Compliance Monitoring Branch (LCMB) supports the quality of the Continuing Care in Alberta. This role supports the branch to maximize effectiveness and efficiency in business processes in alignment with program policy and administrative fairness principles.  
Reporting to the Manager of Operational Policy and Training (OPT) this position provides business

analysis consulting and policy development and/or project leadership services to support the objectives of the OPT. The team provides advice and guidance specific to compliance to legislative, program, policy and processes. The resulting work ultimately leads to system-level identification of non-compliance with legislation, and provides the assurance that the continuing care sector are meeting legislated expectations and standards that support safety, quality care, service delivery and accommodations. The SPA ensures both program business and technology-related solutions adhere to standards, regulations and/or policies of the Government of Alberta and Alberta Health. The SPA plans, organizes and coordinates the development and delivery of project deliverables from the initiation phase to implementation. These activities typically involve a thorough review and re-engineering of policies, business rules, information requirements and supporting system processes, ensuring the objectives and schedules align with branch goals, objectives, and the corporate business plan. The SPA will be a key advisor on policy and project initiatives to support a more streamlined and priority-focus on compliance and monitoring initiatives for the LCMB. This works supports executive policy decision making and a more integrated approach to policy in the branch and ministry. This SPA position also provides support to the Health Compliance Consultant (HCC) identify and manage the impacts on the staff due to the introduction of new tools and processes. The SPA supports the HCC develops and implements change management strategies and procedures while maintaining effective working relationships across government departments. The SPA is responsible for maintaining an updated business continuity plan and risk assessment framework to prevent interruptions in compliance monitoring and surveillance activities.

The SPA role is responsible to facilitate the development and implementation of suitable policies and procedures that address the varied business requirements of the BSPU, achieve its goals in Compliance and Monitoring. A significant portion of the projects and assignments will arise out of planned strategic initiatives intended to improve particular aspects of unit functions. The SPA's purpose is to maintain program integrity which includes alignment of policy and practice to legislation and standards. The SPA employs research, general government business knowledge, evaluative skills and logic to discern the relevant ideas and practices that can potentially adapted and transplanted into specialized review processes. The SPA produces many diverse types of work deliverables such as policy manuals, Information Bulletins, process documentation, flowchart illustrative and project plans. These deliverables will be referenced in the decision-making process and result in the selection between viable options that lead to implemented actions. The SPA will also work with the manager to collaboratively develop the branch operational plan, considering emerging business risks and workforce training needs.

Assignments can range but are not limited to the following: interpreting legislation/ operational policy needs and developing processes which drive business efficiencies; examining a complex processes to identify opportunities for improvement and/ or standardization on broader policy development within GOA; monitoring initiatives and assessing the impact on existing policies, resources and processes; gathering and compiling business requirements; working with the internal and external stakeholders to support Licensing Program initiatives, including access to and sharing information and analyzing the implications of policy issues related to compliance and monitoring and developing options to address those issues while integrating the use of new technology into a standard business process; writing business cases to rationalize the value and impacts of selected initiatives and determining information requirements.

The SPA will be able to analyze the current compliance monitoring and enforcement practices and suggest new innovative solutions, maximizing the use of the government and Alberta Health resources, to improve the quality of reporting, documentation, and data collection. The SPA supports the OPT in designing the branch's internal and external reporting framework and systems, allowing staff, management, stakeholders, and leadership generate compliance and system performance reports/ data sets.

The SPA plans, organizes and coordinates the development and delivery of project deliverables for the initiation phase through to implementation. These activities typically encompass a thorough review and re-engineering of policies, business rules, information requirements and supporting system processes, ensuring the objectives and schedules align with branch goals and objectives and with the corporate business plan.

The SPA works in a complex environment wherein the program is governed by several legislated Acts and their subsequent regulations. The position works closely with a number of other ministries and Alberta Health Services (AHS) to ensure program Legislation and policy development is coordinated and impacts considered. This position is supports the sharing of knowledge and information management of the program's legislation, policies, data, reports, and alignment of business processes .

In times of absence, this position may cover the role and responsibilities of the Manager.

## Responsibilities

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

The responsibilities and activities of this position are centered upon the key functions of the branch and its unique programs, policies and processes (PPP) which are designed around compliance and monitoring of several programs. Since these functions occur within the dynamic and demanding environment of the Alberta public health system, Licensing Program is compelled to continually network with key players in Alberta Health to refine, adapt and evolves its business which in turn drives the constant change that needs to be properly managed and aligned with Ministry objectives and priorities. The resulting work for the SPA can be broken down into three distinct areas:

**Requirements Analysis** - The initiation of this work tends to be regularly triggered by the various work that recognize the emergence of new and/or changed business requirements; a compliance issue may be identified that may question an existing PPP as to its go forward value, current relevance or method. The resulting work for the SPA will revolve around the proper identification, definition and scope of the "business need" in an appropriate manner, format, and network with appropriate stakeholder to achieve change.

Activities include the following:

- Required to Lead or Co-lead projects/initiatives related to strategy development and implementation (e.g., research to support Compliance and Monitoring assurance strategy development).
- Identifying the current business needs by interacting with stakeholders through different approaches of interviews, meetings and direct observation of performed processes.
- Collecting available data and researching reference materials on the origins of policy/legislation and/ or the best practices, industry trends and standards in order to distill the particular aspects of the most relevant to the branch.
- Documenting (or updating) a PPP to accurately reflect its current state for reference purposes. Methods may encompass such techniques as: process flowcharting, write-up of desk procedures, revisiting original supporting documentation that resulted in the PPP.
- Analyzing the PPP to determine whether its originally intended business objectives are still applicable and fully assessing the PPP against the current business environment. Viable alternatives will be considered and can range from starting a brand new work process activity to recommending the retirement of an outdated process.
- Reviewing policies external to branch or other legislative change recommendations for impact assessment
- Interpreting and examining performance measures and service levels against desired results or targeted benchmarks in order to identify any inconsistencies, deviations and any exceptional circumstances impede or enhance the PPP.
- Work deliverables includes; briefing notes/executives summaries of industry best practices and research; discussion/recommendation papers; policy and procedure manuals; process flowcharts; facilitation and documentation of idea generation (brainstorming) meetings; business case proposals; respond to inquiries, results and analysis of applicable regulations and legislation.

**Solutions Development** - This work centers upon the development of solutions to address the identified business requirements. Solutions development may occur subsequently to, concurrently with or sometimes even independently of requirements analysis. Activities include the following:

Providing options and formulating evaluation/recommendation that may range from no change, improvements or replace entirely or discontinue.

Developing PPP solutions incorporate the proper consideration to urgency (setting times), available resources (such as funding, people resource type); and other aspects (legislation, technology etc.).The

SPA works with other branch staff to create and design practical recommendations. Seeking advice and feedback from subject matter experts and impacted stakeholders.

Work deliverables include: draft policy and recommendation papers/reports; business case proposals; work effort estimates and resource requirements; technical assessments; readiness analysis; cost benefit and/ or return on investment analysis; facilitation of solution formulation meetings; procurement recommendations /request for proposals.

Change Implementation - Building from the deliverables done in requirements analysis and solutions development, change implementation finishes up the cycle through the implementation of the program, policy or process. Work can be scoped as routine assignments up to complex projects with activities such as:

- Assigned to Lead or co-lead the research and program development for Licensing Program initiatives.
- Participating as a team member or leading a team to ensure the accepted PPP recommendation stemming from analysis and solution is successfully integrated into operations.
- Developing strategies and building plans to ensure the delivery of the change implementation.
- Monitoring and reporting on the progress of the work initiative. Resolving problems as they arise and escalating issues and concerns if necessary.
- Work deliverables include: writing project charters; preparing and maintaining detailed project plans; providing status reports (written and meeting facilitation); business case write-ups; work effort estimates and resource requirements; formal communication plans; post-mortem reports/ lessons learned sessions.
- Pro-actively problem solves and develops practical solutions to a wide range of complex, cross-disciplinary problems and issues
- Drafts proposals, creates analysis summaries and articulates recommendations
- Liaises with internal and external support partners to identify and action opportunities for collaboration
- When required, mentors, and coordinates team members to ensure comprehensive support delivery
- Subject matter expert who understands context and system dynamics to inform program and initiative planning
- Provides coaching and advice for effective and efficient processes to engage and communicate with stakeholders
- Synthesizes resources and information from multiple sources to support program delivery to create knowledge translation tools, presentations, briefing notes, workplans, etc.
- Engages with & shares knowledge and experiences with partners (internal and external) towards shared purpose and common goals
- Interprets data and information to support change
- Identifies and supports action planning for short, medium and long-term priorities with the aim to develop and enable implementation of solutions.
- Upholds the importance of core values and culture by leading team and building strong communication among both internal and external team members
- Effectively works in an environment of ambiguity with proven adaptability and resilience to change.

## Problem Solving

Typical problems solved:

The results of the assignments and projects have a direct and immediate internal impact on the work performed by OPT. Although the SPA's work is internally focused on effectiveness and efficiency, the implementation of such business improvements consequently may have external impact to other branches/divisions. The potential work assignments are limitless with scope and complexity determined from the originating business drivers not to mention the will and capacity of the branch to make the desired changes. The SB is expected to exercise independence in assignments that are well defined and scoped. At the opposite end, projects of greater complexity with multiple stakeholder impacts would warrant extensive consultation with branch management to properly capture vision and requirements. In either instance, the SB will need to apply creative thinking, problem solving, work collaboration and relationship management to ensure that the end product matches the expectations of the client primarily the different work units in the branch.

Specific job impacts will occur through different means such as:

- Input and influence over the policies and procedures that are referenced by Licensing Program.

Shaping the specific processes performed by OPT.

- In alignment with the new Continuing Care Act, the construction of brand new programs, policies and processes may initiate major and minor changes to the jobs descriptions and spur branch organization changes.
- Collaborative work done with other Alberta Health branches and divisions stemming from either core compliance and monitoring functions or support based services such as finance, procurement information technology, human resources
- May be assigned activities as required by Management

Types of guidance available for problem solving:

The branch Leadership team and OPT manager will guide the direction of LCMB programs and set the expectations; then, the SPA will work independently to analyze existing issues and challenges, forecast risks and problems, and propose practical solutions to leadership for approval.

The SPA will collaborate with the operational policy consultants, subject matter experts and managers when needed.

Direct or indirect impacts of decisions:

Direct:

- The SPA decisions will directly impact all units/staff of the LCMB as all of them will be using the policy and procedure, and training material developed by the SBA .

- Continuing Care and Accommodation Facility Operators
- Continuing Care Branch
- Service Alberta contracted developers
- AHS
- Other AH branches and Leadership

## Key Relationships

Major stakeholders and purpose of interactions:

**INTERNAL:**

Daily: Direct Team and Health Compliance Consultants

Regularly: Management and Senior Management Teams, Other Ministry Branches (Facility Planning,

Continuing Care, Health Analytics)  
Occasionally: Communication, FOIP, Legal, and Service Alberta

**EXTERNAL:**

Regularly / as required: Alberta Health Services, Regulatory Professional Associations, Health Quality Council and others

**Required Education, Experience and Technical Competencies**

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

If other, specify:

Related programs (i.e Business Management), Masters preferred

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

**Education/Experience:**

- Degree in business/ management and a related plus 4 years' progressively responsible related experience or an equivalent combination of education and experience. Masters degree preferred.
- Diverse work experience performing different functions with varied organizations
- Strong experience in quality assurance methodologies, evaluation, tools, approaches and solutions.
- Strong writing and communication skills
- Experience with the review, analysis and evaluation of business processes

**Knowledge**

- General business knowledge that encompasses both breadth and depth of functions performed in the large organization particularly the government sector.
- Understanding of the concepts and applied practices commonly used in business management including; strategic/ operational planning, performance measurement/ management, risk management, and project management
- Knowledge of and the ability to apply and interpret legislation/regulations and policies and standards
- Broad business knowledge and maintenance of current awareness of Alberta Health and the Government of Alberta, specifically its role in setting directions and expectation for the health system

**Skill/Abilities**

- Excellent interpersonal and verbal communication skills applied to individual/group interviews or facilitating / leading meetings,
- Highly proficient in written communication needed to write variety of deliverables such as process documentation discussion papers, policies, reports , composing various types of correspondence (such as but not limited to, Action Request (AR), Briefing Notes , Ministerial letters) and briefings customized for different audiences and uses
- Conduct general and topic specific research to differentiate and present relevant content
- Creative problem solving- can view issues from a big picture perspective as well as apply attention
- Self-directed and ability to work independently with Limited supervision
- Strong time management, organization and prioritization skills that would be applied in the role of a project manager
- Ability to determine and transform client needs/strategies into suitable policies, processes and programs
- Ability to establish effective working relationships with business and technical subject matter experts
- Proven ability to identify and gather business requirements

- Strong analytical and conceptual skills
- Ability to analyze business situations and evaluate effectiveness for requirements and recommendations.

Experience in government or continuing care policy drafting

### 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		
Creative Problem Solving	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<p>Works in open teams to share ideas and process issues:</p> <ul style="list-style-type: none"> <li>• Uses wide range of techniques to break down problems</li> <li>• Allows others to think creatively and voice ideas</li> <li>• Brings the right people together to solve issues</li> <li>• Identifies new solutions for the organization</li> </ul>	<ul style="list-style-type: none"> <li>• Asks questions to get a deeper understanding of the present issue.</li> <li>• Proactively Looks for ways to improve activities and results by doing something that may be new and different and for options that provide different paths to desired outcomes</li> <li>• Explores different methods in how work is completed, with a goal to achieving more efficient and effective outcomes in Line with priorities</li> <li>• Introduce practical solutions within the allotted budget, time, and resources.</li> </ul>
Systems Thinking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<p>Integrates broader context into planning:</p> <ul style="list-style-type: none"> <li>• Plans for how current situation is affected by broader trends</li> <li>• Integrates issues, political environment and risks when considering possible actions</li> <li>• Supports organization vision and goals through strategy</li> <li>• Addresses behaviours that challenge progress</li> </ul>	<ul style="list-style-type: none"> <li>• Able to integrate multiple priorities, contexts and activities to understand and identify how they inter-relate and apply that thinking approach to all policy work. Pro-actively continues to build that integration to respond as changes happen, adjusting plans to accommodate new information.</li> <li>• Considers how own work impacts the work of others and team success and how the various pieces of work can and must intersect with each other. Observes how the work of others impacts own work.</li> <li>• Identifies key factors in a complex problem</li> </ul>

			<p>associating seemingly unrelated information in order to analyze a situation and simplify it for the eyes of others</p>
Agility	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<p>Proactively incorporates change into processes:</p> <ul style="list-style-type: none"> <li>• Creates opportunities for improvement</li> <li>• Is aware of and adapts to changing priorities</li> <li>• Remains objective under pressure and supports others to manage their emotions</li> <li>• Proactively explains impact of change on roles, and integrates change in existing work</li> <li>• Readily adapts plans and practices</li> </ul>	<ul style="list-style-type: none"> <li>• Uses common sense, required change and the technical knowledge and past experiences to approach ambiguous problems and make effective recommendations and/ or decisions.</li> <li>• Asks questions, seeks clarification and how things will be different when change is introduced or anticipated.</li> <li>• Sees the need and readily steps into co- worker tasks to help out when needed.</li> <li>• Is open to new or diverse ideas, and to doing things in a new way.</li> <li>• Pro-actively adjusts as new information arises and priorities shift, to respond to those rather than awaiting direction to do so</li> </ul>
Drive for Results	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<p>Works to remove barriers to outcomes, sticking to principles:</p> <ul style="list-style-type: none"> <li>• Forecasts and proactively addresses project challenges</li> <li>• Removes barriers to collaboration and achievement of outcomes</li> <li>• Upholds principles and confronts problems directly</li> <li>• Considers complex factors and aligns solutions with broader organization mission</li> </ul>	<ul style="list-style-type: none"> <li>• Sets goals and prioritizes work to accomplish them. Follows through on duties and tasks and reports on progress.</li> <li>• Acknowledges areas where expectations about own service delivery, performance or interpersonal interactions are not met and takes corrective action</li> <li>• Pro-actively provides suggested actions and asks for guidance to determine the best course of action when Lacking all the information or where there are multiple priorities.</li> <li>• Conducts a cost- benefit/ risk analysis to make decisions and set priorities or recommendations</li> </ul>

Build Collaborative Environments	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	Involves a wide group of stakeholders when working on outcomes: <ul style="list-style-type: none"> <li>• Involves stakeholders and shares resources</li> <li>• Positively resolves conflict through coaching and facilitated discussion</li> <li>• Uses enthusiasm to motivate and guide others</li> <li>• Acknowledges and works with diverse perspectives for achieving outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Contributes positively to the team and across stakeholders (as possible) by actively sharing information, and listening and accepting (and integrating) others' points of view in an open, honest and non-defensive way.</li> <li>• Recognizes when there is a conflict and respects the other person's point of view. Identifies common purpose as well as differing perspectives and raises them for discussion. Respectfully expresses opinions during decision-making process and supports.</li> </ul>
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**Benchmarks**

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

022PS40 - Research and Policy Analyst

**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.

\_\_\_\_\_

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

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

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

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

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

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Director / Executive Director Signature

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ADM Name

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Date yyyy-mm-dd

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ADM Signature

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DM Name

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Date yyyy-mm-dd

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DM Signature