

MANAGEMENT WORK - GOVERNMENT OF ALBERTA

Management job ladders are an additional tool to be used as a quality assurance check to support the job rating and classification; this is not a standalone document to evaluate jobs. Management work must be evaluated within the context of how the Government of Alberta and Ministry is structured to do business. Points to consider when classifying all levels of management work have been provided including a description of three groupings of work that define the way business is conducted in the Alberta Public Service. Benchmark jobs listed provide actual examples of the work performed.

Cross-ministry cooperation and collaboration is an ongoing expectation in the way government does its business. The lead ministry assigned to oversee the priority has the ultimate accountability. Jobs from other ministries that are contributing to and supporting the priority are classified according to what they are accountable for as a member.

Putting the Job into Context:

- ❑ Because every job and every level of work are to add value to the organization, how the ministry is structured does impact the job size; how many divisions/ADM's are responsible for the program delivery in the ministry; whether some of the corporate services components are the responsibility of the program area, i.e., IT, Finance; the policy function centralized or components reside in the division; or how many levels from the DM is the job.
- ❑ Several aspects need to be considered when assessing the level of work – having the same or similar working title or some aspect of responsibility as another job does not automatically lead to the same classification level.
- ❑ The main differentiating factor that moves management jobs from one level to another is Leadership and Business Know-How. Assessing the complexity and diversity includes looking at the mandate/program delivery of the ministry and the variable issues and stakeholders involved. Points to consider are: the diversity of the programs or functions (how different are the pieces), do the different pieces require different knowledge and skills to manage; how many regions, the size and scope the position is accountable for, and the precedents that are available.
- ❑ Working in a team/shared environment typically requires the job to work within the same knowledge base to contribute to the outcomes of the group or project. A purely shared environment consists of inter-disciplinary parties (often from different ministries), working together and each party is equally accountable to achieve the end result.
- ❑ The four types of Magnitude rating are very broadly defined, typically doubling or tripling the breadth of the stakeholders may not increase the Magnitude. If the job is solely accountable for the overall project and requires broader knowledge and skill, this may result in increasing the Know-How rating
- ❑ Management vs. Non-Management Jobs – points alone do not justify that a job is at the management level. Management jobs are responsible for providing leadership to the long term and future direction of the program. A review of the duties performed and examples of work completed should be conducted to clarify whether a position is in fact an organizational leader. The following is a guide that identifies several points for consideration.

Work in the APS falls into three broad groupings, Corporate, Collaborative/Partnership and Delivery roles and entail a high level of public and cross-ministry consultation. Typically management positions are accountable for providing the leadership for:

- ❑ Supporting the strategic direction of the ministry and government
- ❑ Consultation, collaboration and partnerships with stakeholders, both external (public) and across ministries.
- ❑ Influencing all parties to support common objectives or a common goal.
- ❑ Successful delivery of a program to Albertans through various service delivery mechanisms.
- ❑ Contributing to the formulation of policies, developing programs and /or administering programs
- ❑ Issues management.

Corporate Roles:

Corporate managers and executives are accountable for overseeing corporate and strategic services for one or more departments, or corporately for all of government. Typical examples of corporate services are finance, human resources, strategic planning and policy development, and information technology and include information management, records, FOIP and risk management. These jobs oversee the provision of corporate services that help ensure the efficient delivery of services to the Alberta public.

Collaborative or Partnership Roles:

- ❑ Managers and executives are accountable for designing and/or delivery of programs that directly impact the Alberta public through partnerships or extensive consultation with internal and external stakeholders and typically do not directly control the resources which actually deliver the programs. As they are accountable for program effectiveness and efficiency, they must achieve results through influence rather than directly controlling service delivery (eg. typically in horizontal policy-making, or delivery of shared projects in the Government of Alberta, partnerships exist to either influence or control the end-result; in the Government of Alberta many times the decision-making rests with one department whose management provide a leadership role for end-results as outlined in a departments' Business Plan, or Ministry Mandate letter. Co-ordination roles can be jobs responsible for developing programs that are delivered by other areas of a ministry or other ministries. Issues management is a significant function for those managers who oversee the delivery of out-sourced resources. If the ongoing work requires equal and joint partnership/dual role in controlling the variables that bring about results, this is considered Shared Impact. No existing benchmarks currently reflect the Shared Impact.

❑ Delivery Roles:

Delivery managers and executives directly control the delivery of government programs and services which impact the Alberta Public. These jobs are often more traditional resource managers where material and human resources can be considerable. Typically, issues management is a very large concern for delivery roles as the programs they are responsible for will directly touch the Alberta Public in a significant way.

What is Policy?

Policies are broad, conceptual frameworks that outline the approach and/or considerations to be taken into account by decision-makers. Policy is used to cause, facilitate and or promote desired outcomes and prevent adverse events from happening. There are several types of policy jobs in government, having the authority to develop policy that will impact the public directly or the GoA is typically at the more senior level than establishing internal ministry policies, again scope of impact will guide the complexities and level:

- ❑ Operational or administrative policy that is focused on how an organization delivers its functions, including internal management of the organization
- ❑ Strategic policy that deals with long-term objectives and issues of primary importance to the organization's future
- ❑ Program policies that involve setting targets and employing resources to achieve specific results
- ❑ Societal policies that integrate administrative and program policies with citizen and community action to achieve larger societal outcomes like environmental stewardship

CLASSIFICATION	EXAMPLE BENCHMARK	KNOW-HOW RATING	KNOW-HOW POINTS
Executive Manager II (1,301 to 1,700 Points)			
<ul style="list-style-type: none"> ❑ Executive work at the ADM level that has primary control over strategic leadership and delivery leadership for a diverse program. ❑ Work is characterized by having major responsibilities for long-term program and fiscal planning and the formulation of key policy recommendations. ❑ Positions are charged with assessing the effectiveness and determining the direction of the program, the strategic policy and services. ❑ Positions require extensive managerial skills in order to plan, organize, direct and control a number of complex and highly visible programs and/or functions that are only minimally related with each other. ❑ Jobs with cross-government responsibilities oversee a complex multi-faceted program. ❑ Direct reporting relationship to the Deputy Minister is essential. ❑ These jobs are distinguished from the next level by program complexity, diversity and scope. 	<p>Corporate M620-07 – ADM, Financial Services</p> <p>Collaborative M620-05 – ADM, Strategic Directions</p> <p>Delivery M620-04 – ADM Correctional Services</p> <p>M620-02 – ADM Tax & Revenue Administration</p>	<p>GIII-3</p> <p>GIII3</p> <p>GIII3</p> <p>GIII-3</p>	<p>608</p> <p>700</p> <p>700</p> <p>608</p>
Executive Manager I (906 to 1,300 Points)			
<ul style="list-style-type: none"> ❑ Executive work that typically provides leadership and direction of a diverse province-wide component of a program that directly affects a larger segment of the population, or directs a significant department-wide or public service-wide delivery or support service for programs with a degree of homogeneity. ❑ Managerial actions are concentrated upon the integration and direction of several major and diverse functions, the determination of priorities, program objectives and policy recommendations. ❑ Decision making in matters of program administration has a large impact on operating methods and carries significant program implications. ❑ Positions require extensive managerial skills in order to plan, organize, direct and control complex programs and/or functions. ❑ For jobs that are responsible for a component of a program, the complexity of the program is usually defined by diverse clients, multiple stakeholders and a complex environment and the job may be seen as an expert in addition to its managerial responsibilities. ❑ Knowledge jobs would be primarily responsible for strategic policy. ❑ More typical are jobs that are responsible for a number of complex components of a program with some relation to each other. ❑ At this level, jobs may report to the Deputy Minister but more often are two levels removed from the Deputy Minister. ❑ Jobs at this level can be distinguished from the next level either by the technical complexity associated with the delivery or high diversity managed. 	<p>Corporate M610-08 – Executive Director, Information Technology</p> <p>M610-04 – Executive Director, Human Resources</p> <p>Collaborative M610-02 – Executive Director, Prevention of Family Violence & Bullying</p> <p>M610-01 – Director, Intergovernmental Relations & Immigration</p> <p>Delivery M610-18 – Regional Director, Northern Region</p> <p>M610-14 – Executive Director, Field Services</p>	<p>FII+3</p> <p>FII+3</p> <p>FII+3</p> <p>F+II3</p> <p>FIII3</p> <p>FIII3</p>	<p>460</p> <p>460</p> <p>460</p> <p>460</p> <p>528</p> <p>528</p>
Senior Manager (641 to 905 Points)			
<ul style="list-style-type: none"> ❑ Work encompasses the management of a major functional area or group of specialized functions within a department or ministry support service. The work of this class is distinguished from that of the Manager class by the increased size and scope of the functions that they must integrate, or by increased technical complexity and problem solving required for a single program. ❑ Functional area or specialized functions administered usually consist of several facets, which in many cases, are less precisely described by administrative guidelines and immediate objectives. Managerial actions are centered upon the implementation or development of policy options and achieving end results. ❑ The breadth of these actions involves the senior manager in broader administrative duties including the organization of diverse resources. <p><i>The Senior Manager Classification is segmented into common pay zones representing the Senior Manager I and II described in more detail below</i></p>			
Senior Manager II (750 to 905 points)			
<ul style="list-style-type: none"> ❑ Positions are accountable for a complex function with multiple related but distinct components. ❑ Typical distinguishing feature of jobs at this level from Senior Manager is the complexity of the functions that are delivered by a diverse group of highly specialized professional staff and involves a wide range of stakeholders with diverse interests. ❑ Report to an executive level position and are two to three levels removed from the Deputy Minister. ❑ Jobs that are three levels removed from the Deputy Minister require functions that are diverse and highly complex. ❑ The SM II is differentiated from the SM I by the Business and Leadership knowledge required and the magnitude or scope of the job is typically greater. 	<p>Corporate M420-35 – Director, Human Resources</p> <p>Collaborative M420-30 - Manager, Aboriginal Liaison</p> <p>M420-36 – Director, Workplace Health</p> <p>M420-25 – Section head, Environmental Policy Integration</p> <p>Delivery M420-39 – Area Manager, Lesser Slave Area</p>	<p>FII3</p> <p>FII3</p> <p>FII3</p> <p>FII3</p> <p>FII3</p>	<p>400</p> <p>400</p> <p>400</p> <p>400</p> <p>400</p>
Senior Manager I (641 to 749 points)			
<ul style="list-style-type: none"> ❑ Positions are accountable for a single function with some technical complexity and/or function with some related components or a one dimensional function with moderate complexity. ❑ Typical distinguishing feature of jobs at this level are highly specialized professional staff supporting the delivery, although there are some specialist/knowledge positions functioning in highly complex environment ❑ Typically report to an executive level position and very occasionally can be 4 levels removed from the Deputy Minister. Where the position is 4 levels removed from the Deputy Minister, it will typically work in a highly complex environment and/or be responsible for extensive resources. 	<p>Corporate M420-15 – Senior Manager, Banking & Cash Forecasting</p> <p>Collaborative M420-07 – Manager, Special Policing</p> <p>M420-16 – Program Mgr, Mathematics</p> <p>M420-06 – Sr Mg, Industry Program Standards</p> <p>Delivery M420-14 – Public Guardian</p>	<p>FI+3</p> <p>FI+3</p> <p>GI3</p> <p>F-II3</p> <p>FI+3</p>	<p>350</p> <p>350</p> <p>400</p> <p>350</p> <p>350</p>

CLASSIFICATION	EXAMPLE BENCHMARK	KNOW-HOW RATING	KNOW-HOW POINTS	
Manager (350 to 640 Points)				
<ul style="list-style-type: none"> ❑ Work encompasses the management of an organizational unit or one or more specialist functions in support of a government program or ministry support service. ❑ Management responsibilities are typically around the direction, leadership and organization over the activities of the unit or the specialized functions performed, and includes the integration of various resources to carry out these activities. ❑ While policies and operational procedures are generally determined by the functional area, the work is characterized by the freedom to plan work activities and to take independent action in controlling the quality of work performed. <p><i>The Manager Classification is segmented into common pay zones representing the Manager I and II described in more detail below</i></p>				
Manager II (451 to 640 points) <ul style="list-style-type: none"> ❑ Positions may be responsible for a corporate or line units where staff is skilled and/or specialized. ❑ Jobs accountable for policy development are specific to a functional or subject area that requires deep expertise of the subject that is delivered by others. ❑ Positions can be 4 levels removed from the Deputy Minister but, if so, the program managed is either complex or has considerable scope or human and material resources. 	Corporate M410-09 Finance Mgr, Contract Administration M410-19 – Manager, Research & Evaluation	FI3 FI3	304 304	
	Collaborative M410-08 – Project Manager, Public Health, Population Health Strategies M410-17 – Manager, Municipal Excellence	FI3 FI3	304 304	
	Delivery M410-03 Manager, Program Development & Delivery M410-23 – District Site Manager	E+13 FI3	264 304	
	M410-02 Manager, Distributed Computing Services	E+I3	264	
	Manager I (350 to 450 Points) <ul style="list-style-type: none"> ❑ Jobs rated at this level have total points that overlap with professional work and are typically jobs with managerial duties and responsibilities making key decisions and having direct leadership responsibility for establishing and contributing to the achievement of the goals. ❑ May also be involved in the strategic formulation, development or administration of policy and programs. ❑ Typically decisions are operational (downward focused on the work/program) within guidelines, parameters requiring interpretation however not overriding policy nor legislation 	Delivery M410-01 Mgr, Facilities & Gov't Centre Security M410-35 Mgr, Administrative Services	EI3 EI3	230 230

Defining Management under the Public Service Employee Relations Act

Public Service Employee Relations Act

Public Section 12(1)(a) of the [Public Service Employee Relations Act](#), Persons Included in and Excluded from Bargaining Units and Other Units for Collective Bargaining, states:

"A person employed by an employer who has or exercises managerial duties and responsibilities in relation to one or more persons or in relation to the formulation, development or administration of policies or programs...shall not be included in a bargaining unit or any other unit for collective bargaining."

What is Management? – Board Decision Excerpt

The Public Service Employee Relations Board (PSERB) decision, Calvert (014E) and Andruilaitis (023E) cases (1991), provides important insights concerning management classification. To apply Section 12(1)(a), the following is a summary of PSERB findings. The following must be read in its entirety to capture the full intent.

What is meant by "managerial responsibilities?" - Persons who have managerial duties and responsibilities have a role in making the decisions that establish the goals of an organization and the methods by which these goals are pursued.

What is meant by "policies and programs?" - **Policy** states a goal. **Programs** document the methods that will achieve the goals.

What is the difference between "formulation, development and administrative activities?"

Formulation: A person engaged in formulation work sets the goals that he or she wants pursued in a clear enough manner to allow others to think about them constructively and fashion the program needed to implement them. Formulation is associated with policy making.

Development: A person engaged in development work devises methods that will allow the organization to accomplish its goals or policies. Persons who develop programs that implement policies are developers.

Administration: Administration work refers to tasks performed by a person who has to exercise independent judgment when applying the program.

Points arising from these three definitions:

- A person engaged in the development of a program needs to be the creator of the policy that the program promotes.
- A position can formulate policies, develop programs, and/or administer programs – not vice versa. The Board clearly stated that "formulate" refers to policies only and "develop" and "administer" refer to programs only.
- There is no reason why there cannot be more than one formulator of policies or developer of programs. The fact that others may share responsibility for policy formulation and program development may not necessarily detract in any way from the role another position has in terms of policy formulation and program development.

The Board concluded that managers are persons who make the key decisions that give an organization its direction and character fit 21(1)(a). However, one cannot always determine this role from an organization chart. **A review of duties performed and examples of work completed should be conducted to clarify whether a position is in fact an organizational leader.**