**WORK DESCRIPTION**

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| **Position Number** | **Position Title**  Director, Special Projects |
| **Position Classification**  EX-01 | **National Occupation Code**  411 |
| **Department/Agency**  Service Canada | **Effective Date**  March 7, 2012 |
| **Organizational Component** | **Jobbing Number**  103250 |
| **Geographic Location** | **Supervisor Position Title** |

**GENERAL ACCOUNTABILITY**

The Director, Special Projects, is accountable for leading the planning, development, implementation and management of an assigned project portfolio and its associated strategies and processes, bringing a harmonized and cohesive orientation to management frameworks to best support the Branch/Department in the implementation of new projects and initiatives, and to effectively and efficiently promote and advance its priorities. The Director develops strategies and plans that contribute to policy and project development initiatives associated with the portfolio; prepares documentation for defending required financial and human resources in order to gain approval and secure funding; investigates facts, researches precedents, and consults with colleagues and central agency specialists to ensure the viability of recommended approaches; represents the Branch/Department in meetings, negotiations, conferences and other public fora; and provides authoritative, advisory services of an immediate and ongoing nature to senior executive management.

# ORGANIZATIONAL STRUCTURE

The Director, Special Projects reports to the assigned Director General (DG) (on occasion the Director could report to an assigned Assistant Deputy Minister (ADM) and in rare cases the EX- 02 Executive Director, Special Projects).

Reporting to the Director is an assigned project team comprised of Subject Matter Experts, project management professionals, and assigned project management and administrative support personnel.

# NATURE AND SCOPE

Human Resources and Skills Development Canada’s (HRSDC’s) mission is to build a stronger and more competitive Canada, to support Canadians in making choices that help them live productive and rewarding lives, and to improve Canadians’ quality of life. As such, the Department is responsible for the policy agenda and service delivery context for the achievement of this mission, notably with an eye to building a twenty-first century economy for Canada and to strengthen the social foundations of the country. HRSDC is mandated to provide a leadership role and focal point for Federal social, labour market and economic programs and activities as related to the development of human capital; to promote an efficient labour market in part through Federal-Provincial/Territorial labour market frameworks; leading and reinforcing the development of workplace skills, including strong linkages and partnerships with employers;

enhancing access to post-secondary education and lifelong learning; delivering government services and income benefits through the Service Canada Initiative; and regulating and promoting fairness and health and safety in Canadian workplaces.

In this context the Director provides leadership in the development, and delivery of strategic management and policy frameworks for assigned project portfolios, designing and managing plans, guidelines, procedures, work tools and systems for special initiatives for the Branch/Department to achieve specific operational goals. The Director outlines project strategies and policy objectives for senior management and associated committees; leads and collaborates with project teams made up of internal and external resources to analyze and develop initiatives; evaluates and determines project resource needs to secure funding; provides strategic advice and recommendations to senior executive management regarding solutions to potential problem areas, suggesting improvements to existing issues; and represents the Branch/Department at various fora.

The Director is responsible for the development and management of frameworks to enable the effective administration of assigned portfolios that will enhance the long-term viability and effectiveness of departmental program initiatives while considering the impact on existing programs, legislative requirements and financial constraints. The incumbent establishes concepts (e.g. products, services, options and alternatives) required to deliver strategic frameworks and work plans in support of all initiatives, activities and issues management situations related to the portfolio and conducts strategic planning sessions to ensure a balance between requirements and operational realities and to commit to service level business plans and approaches that facilitate the implementation of results-based management.

The Director reviews the business plans, leading the development and implementation of strategies in the design of approaches and processes contributing to policy development initiatives for the portfolio. The Director establishes and leads project teams made up of internal and/or external resources, monitors ongoing implementation and develops and conducts evaluations and analyses of related project issues, providing senior management with results, advice and recommendations as to possible solutions and improvements to existing issues. The incumbent analyzes policies, directives and trends in human resources (HR) management to develop recommendations that address key management concerns, where immediate solutions and precedents upon which to draw from are often not available, to ensure effective overall management.

The Director develops and delivers proposals for financial and HR requirements and defends required resourcing needs in order to gain approval from senior management and secure the funding that is necessary to advance, administer and deliver project initiatives. The incumbent ensures that appropriate funding is allocated, and that implementation of suitable mechanisms are established to ensure accordance with departmental and agency guidelines and regulations.

There is a requirement for the Director to investigate facts, research precedents, consult with colleagues and central agency specialists and implement communication strategies to promote and gain support, both, internally and with other departments and agencies, and to obtain feedback from internal and external stakeholders to ensure the viability of recommended approaches and make adjustments to frameworks and initiatives. These consultations provide clear descriptions of intent and rationale, promote discussions of concerns, stimulate feedback and promote the development and negotiation of integrated, effective instruments.

The Director requires in-depth knowledge of project, financial and current and emerging practices in the area of HR management including service quality improvement, organizational behaviour and design, management theories, conflict resolution/mediation, values and ethics, communication, liaison, promotion, and supervision. This knowledge is used to facilitate the development of compatible strategies and frameworks for implementing project/portfolio initiatives; to enable the review, analysis and development of solutions and best practices; to provide leadership in the development of project initiatives; to direct project teams and external consultants involved in developing, analyzing, and implementing projects; to schedule and assign projects, determine priorities and build consensus; to plan and monitor project budgets; to manage and resolve project related problems; and to assess the impact of the projects on HR development for the Department.

The Director requires skills in research and analytical techniques to analyze the effectiveness of project delivery and areas requiring improvement, and to also be aware of the latest technological advances and their potential for application to the delivery of the assigned portfolio and its strategic initiatives. These are essential to properly plan and focus the effort and resources horizontally and provide the best results possible for the portfolio’s prime clients and the best reception of its messages.

The Director must be able to successfully cope with the demands of the assigned portfolio’s operating context and in designing and implementing the optimal approaches (e.g. strategic policy, program and communications responses) within and external to the assigned portfolio. The Director deals with a variety of problems, under tight time pressures, drawing upon accumulated knowledge and experience, to enable and facilitate, with minimal guidance, the determination of viable and sustainable decisions, while fully supporting and advancing longer term objectives and priorities. The incumbent must maintain a good working knowledge of all Branch/Department business as well as of the ongoing communications activities, federal- provincial sensitivities, and of the progress of a range of government-wide communications activities related to the portfolio.

The Director maximizes information management/information technology services potential to enable strategic direction for the assigned portfolio to support ongoing project implementation and provides expert advice including supporting documentation, speaking points, briefing notes and consultative services to the DG, the ADM and departmental senior management on project initiatives, processes and critical issues to promote the project, solicit management buy-in and provide support to champions. He/she ensures linkages between horizontal policy, priorities, issues and orientations to provide the best possible integrated and comprehensive information and advisory services.

The Director requires a range of skills and expertise in the areas of project management, business planning, HR practices and must demonstrate knowledge in communication, governance and accountability practices, and research and analytical expertise as well as have an intimate understanding of public policy and program considerations affecting the formulation of government policy priorities and frameworks at the domestic, provincial and national levels, as well as of the political implications and sensitivity of the government's policy decisions. Further, the Director must be able to deal effectively with officials at the most senior levels of domestic governments and the public and private sectors. In carrying out these duties the incumbent will deal regularly with other directors, executive directors, DGs, ADMs and other senior officials and with a variety of intra and inter-departmental committees.

The Director is expected to lead by example and create a work environment that is conducive to learning and that fosters employee involvement and commitment, and assists in establishing the strategic direction for the Branch/Department/Division; establishes priorities, work plans and objectives; initiates projects; allocates work assignments; chairs and/or facilitates working groups and committees; makes presentations and prepares briefings; plans program resource requirements and budgets; assesses staff performance; and identifies career development and training requirements.

# DIMENSIONS

Number of Staff (FTE): TBD per assigned Project Salary & O&M Budget: $1M (Minimum); or Indirect (Contributory): $100M (Minimum)

# SPECIFIC ACCOUNTABILITIES

Directs the development and design of strategic management plans and governance structures for the implementation of assigned projects that enable Branch/Department initiatives and achieve departmental mandates and operational goals.

Develops and delivers proposals for financial and HR requirements for assigned projects, ensuring that appropriate funding is allocated, and defends required resource needs to gain approval from management to secure the funding necessary to advance, administer and deliver project initiatives.

Leads the research of precedents, investigation and consultations with colleagues and specialists to implement strategies and to obtain feedback from internal and external stakeholders to ensure the viability of recommended approaches and make adjustments to delivery frameworks and new project initiatives.

Provides functional direction and management for the assigned portfolio through the development and implementation of innovative strategies, project plans, analytical frameworks, approaches and processes, and examines gaps, risks and longer term flexibility, including monitoring and evaluative frameworks, to ensure alignment with strategic directions.

Provides comprehensive advice, options and recommendations and prepares briefing material, on the wide range of assigned Branch/Department program development and operational issues, and establishes integrated consultative/information networks with senior executive management.

Forges strong consultative networks and partnerships with key external client and stakeholder organizations (e.g. central agencies, other government departments, provinces, private sector) at relevant levels to share knowledge and information.

Provides proactive and professional management and leadership to the assigned resources to best attain the strategic objectives and plans, and establishes priorities and oversees the development of strategic and annual work plans.

Provides strategic and authoritative advisory and briefing services, communications and consultation support to the ADM (or DG or Executive Director, Special Projects on occasion) as

well as other senior executive management on issues, initiatives and activities falling within the assigned portfolio.

# CERTIFICATION

The foregoing is an accurate description of the responsibilities and accountabilities of the position.

# SIGNATURES

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| Name of Incumbent |  | Signature |  | Date |
| Name of Authorized Officer |  | Signature |  | Date |