

Excluded (EC) - Job Description

Classification Evaluation Rationale

CONFIDENTIAL - Not for Distribution

Classification Evaluation Summary Identification:

Classification/Job Title	Executive Director, Policy & Strategic Initiatives		
Department/Division	Labour, Skills & Immigration / Policy and Strategic Initiatives		
SAP Job ID	90005901	Pay Grade	EC 15
Add-On Eligibility	FALSE	Date Evaluated	2025-10-17
Evaluator (Name/Title)	Britney Sears, Classification & Compensation Consultant		

Job Details/Changes Considered in Evaluation:

Overall Organizational Design, Structure, Mandate (job and/or department/division):

The current organizational structure under the 90004758 - Senior Executive Director (EC 16) role is as follows:

- 1 X 90004775 - Director of Programs (EC 14)
- 1 X 90004745 - Director, Compliance and Investigation (EC 14)
- 1 X 90000576 - Director of Policy & Strategic Initiatives (EC 13) (vacant – position 79086729)
- 1 X 90005227 - Director of Retention and Attraction (EC 14) (vacant – position 79098838)
- 1 X 90003929 - Secretary 3 (vacant- position 79112022)

Initially, the department was going to repurpose the vacant 90005227 - Director of Retention and Attraction (EC 14) FTE to create this new Executive Director, Policy & Strategic Initiatives job, proposed as an EC 15. However, after further discussion with the department, 90005227 will be posted and filled, with some funding coming from a vacant 90002925 Immigration Program Officer - PDO 1A-2B to pay for the new ED role.

As per the revised proposed org structure submitted in October 2025, under the 90004758 - Senior Executive Director (EC 16) role will be:

- 1 X 90004775 - Director of Programs (EC 14)
- 1 X 90004745 - Director, Compliance and Investigation (EC 14)
- 1 X 90005901 – Executive Director, Policy & Strategic Initiatives (**job submitted for classification review**)
- 1 X Executive Administrative Assistant (**Not yet created**)

The 90003929 – Secretary 3 will be delimited, to use the funding towards the new Executive Administrative Assistant, proposed to be EC. With the new EA role, the 90005402 – Administrative Clerk – Clerk 3 and the 90001855 – Clerk – Clerk 2 roles, currently under the 90004241 - Manager Policy, will change to report to the EA. The 90004511 – Program Specialist – Program Administration Officer 3, currently reporting to the 90005593 - Manager Retention will also be repurposed to a 90002911 – Stakeholder Liaison Position.

Duties/Responsibilities (source/reason for new/changed work, key focus area[s], accountability, complexity, volume and other dimensions the job):

From the Change Form: Due to the changes to the immigration landscape as a result of decisions made by the federal government, there is a need to have more capacity at a senior executive level to help ensure the mandate of the Branch and Department are achieved and to meet the priorities of the Province.

The ED will lead the development and implementation of strategic policy initiatives, including policy research, analysis and to ensure policy advice is accurate and timely as it relates to attracting and retaining newcomers as well as ensuring program policy positions Nova Scotia for growth and meeting employers' labour needs. The position will be responsible for establishing a comprehensive performance management, evaluation and accountability framework to help assess policy decisions and initiatives. The need for more strategic policy and initiatives has increased in importance as we are in a period of constraint due to federal policy changes and therefore, NS needs to be more strategic on program policy and other recruitment/retention initiatives.

Given the labour market needs of the Province will continue to be a focus, more coordination is required to ensure the Branch is supporting and involved in temporary and permanent immigration related matters across the Government of NS, including policies, strategies and initiatives developed by other departments that have a direct or indirect impact on provincial capacity to attract and retain skilled newcomers.

As FTEs within the branch become available from operations, as the province's allocation from the federal government has been substantially reduced, it will be proposed that additional indirect/direct reports will be added to the Policy and Strategic Initiatives division to provide the capacity needed to drive strategic policy and initiatives in order to achieve the mandate of the Department and advance priorities of the Province.

As a note, the Change Form stated that this new ED would have an EC 14, and 2 X EC 12s direct reports, referring to the Director, Policy & Strategic Initiatives (EC 13), the Manager Marketing and Employer Engagement (EC 12) and the Manager Retention (EC 12). However, the Director of Policy & Strategic Initiatives is an EC 13 (reclass request to EC 14 was submitted in 2023 but remained at EC 13).

Reporting Relationships (Above/Below):

- **Reports To:** 90004758 – Senior Executive Director (EC 16)
- **Direct Reports:**
 - 1 X 90000576 - Director of Policy & Strategic Initiatives (EC 13)
 - 1 X 90004241 – Manager Policy (EC 12)
 - 1 X 90005165 – Corporate Strategist (EC 11)
 - 1 X 90001533 – Senior Policy Analyst (EC 11) (*not yet created*)
 - 1 X 90005227 – Director of Retention and Attraction (EC 14)
 - 1 X 90000964 – Manager, Marketing & Employer Engagement (EC 12)
 - 2 X 90005121 – Marketing Advisor (EC 11)
 - 2 X 90005318 – Senior Engagement Specialist – Planning & Development Officer 3
 - 1 X 90005593 – Manager Retention (EC 12)
 - 5 X 90002911 – Stakeholder Liaison Officer – Planning & Development Officer 1A – 2B

Hay Evaluation Score & Factor/Dimension Descriptor:

Know How				Problem Solving				Accountability				Working Conditions			
P/ T	PO I	CI	Total	TE	TC	(%)	Total	FT A	IM P	Total	Eff.	Env.	Sens.	Men.	Total
F	III	3	528	F	4	50 %	264	F	6-	264	4	4	8	8	24

*For further details regarding EC Evaluation framework and related dimensions/factors considered, please visit [MyHR](#) (under Manager > Classification).

Total Points	Profile	Pay Grade
1080	Level	EC 15

Know-How:

Requires deep and broad expertise in policy development and framework design, intergovernmental relations, strategic planning, research and analysis, and knowledge of the labour and immigration markets. Advanced skills in performance measurement and evaluation frameworks over long range time frames.

Through strong leadership, is relied upon to lead/guide policy required change efforts. Role is a new additional layer focusing on policy and strategic initiatives including research, analysis, and development, which is not sufficiently provided through the existing capacities of the policy and strategic initiative unit. Sets the branch policy agenda; aligns branch/departmental policy with Government of Nova Scotia and federal priorities.

Promotes and ensures strategic, collaborative relationships are built both internal and external to government such as Minister's/Deputy's Office, federal counterparts (IRCC/ESDC), provincial/territorial officials, municipal leaders, provincial departments (Housing, Health, Education, Community Services, Municipal Affairs & Local Government, Economic Development, Labour), to align immigration/population

policy with service capacity, labour-market needs and settlement outcomes.

Problem Solving:

Develops performance measurements, evaluation and accountability frameworks to ensure effective decision-making. Involves navigating complex, non-recurring challenges with significant strategic implications. Requires exercising high-level judgment in decision-making often without precedent, leading multi-partner initiatives under uncertain and rapidly changing conditions and innovating novel policy structures and approaches to address emerging migration and population issue and systemic challenges. Exercises substantial latitude to set the policy research agenda, endorse business cases and stage-gates for strategic initiatives, making high-impact decisions that influence policy direction.

Accountability:

Works under general direction and broadly defined policy objectives to provide strategic advice and make decisions within the framework of provincial and federal legislation and government policies and priorities. Direct impact on Nova Scotia's ability to attract, select, settle and retain newcomers. Ensures policies effectively meet department, provincial and federal mandates/goals. Enables government performance through embedding evidence based and risk management accountability and evaluation frameworks, reviewing results and measuring achieved progress, while mitigating systemic risks which could affect public trust and program effectiveness.

Referenced Comparator Classification(s):

Comparator Identification	Explanation
EC 15s	The knowledge/expertise and broad scope of responsibility assessed of this position compares to other roles in the provincial government at the EC 15 level which have responsibility for strategy, policy planning, framework development and implementation of a change management/project management. It has broad partner engagement and influence, directly relating to whether the department meets their strategic objectives/mandates.