



# Director Housing Strategy and Policy

Job Description

## CLASSIFICATION JOB INFORMATION

SAP Job ID:	90005137
Position/Classification Title:	Director Housing Strategy and Policy
Pay Grade:	EC 14
Add-On Eligibility:	False
Standardized:	No
Inactive	No
Date Last Evaluated:	2/23/2023

## JOB INFORMATION

Job/Working Title:	Director Housing Strategy and Policy
Department:	Municipal Affairs and Housing
Division/Section:	Housing
Reports To (Position Title):	Executive Director - 90000677
Exclusion Status:	Excluded

## OVERALL PURPOSE

The Director provides executive leadership for the development and implementation of major, complex, multi-functional housing projects and initiatives on behalf of the department, and under the authority of the Executive Director. The position is also accountable for overseeing and providing executive leadership to Housing-related Federal/Provincial/Territorial (FPT) relationships as well as the planning, management and implementation of critical, strategic initiatives to enable the Province to realize provincial housing priorities to ensure that the most vulnerable Nova Scotians have access to affordable housing. This position leads a team of senior professional staff.

## KEY RESPONSIBILITIES

Takes leadership and responsibility for fulfilling negotiations and oversight, planning and coordination for strategic housing initiatives by effectively leading a team of professionals. Holds overall responsibility for designing, developing and delivering the department's overall housing strategy, while also leading a division that supports and oversees multiple housing projects of strategic importance to the department and government overall.
Leads development of departmental housing policies and processes to ensure effective coordination and strategic planning related to the design and development and project management for strategic housing projects and initiatives.
Engages with senior leaders to understand long-term strategic challenges. Takes leadership and responsibility for developing and delivering plans, change management strategies and achieving outcomes that support the department's and government's overall housing strategy. Takes responsibility for developing and delivering a key element of the department's knowledge management system. Provides integrated long-term solutions and strategies to support the execution of the housing strategy.
Leads Federal-Provincial relations for Housing. This includes leading a team to manage complex negotiations with the federal government; developing negotiating positions, policy papers, and briefing materials; developing strategies to advance Nova Scotia Federal-Provincial housing priorities; continuous environmental scanning and strategic analysis to identify and recommend provincial priorities and tactical approaches to relationship-building, strategic communications and overall engagement with the federal government on housing matters; developing strategic partnerships with senior officials in other jurisdictions and levels of government; providing strategic advice and recommendations to the Minister, Deputy Minister, and the Senior Executive Team on FPT matters; and representing the Province at various FPT fora. The Director also leads development of Action Plans and progress reports under federal-provincial agreements, leads collaborative teams to develop Action Plan initiatives, oversees a strategic approach to the management of contribution agreements to flow funding to project proponents, and develops evaluation frameworks to ensure that initiatives are meeting intended results..
Leads strategic housing initiatives including those related to housing transformation. This includes identifying and advancing opportunities to leverage federal funding for provincial initiatives; reviewing housing programs and policies to ensure they are responsive to the changing environment and address client needs; and ensures

that department programs and initiatives are aligned with the Province's commitments under federal-provincial funding agreements for housing.

The Director acts as a leader for change management related to housing transformation and modernization by being a champion for change, identifying areas of concern and identifying strategies and solutions to address them, managing relationships across departmental teams, and equipping executive leadership with necessary information and resources.

Develops and maintains formal partnerships and collaborative relationships with colleagues and key stakeholders internal to government and across the broader public and private sectors to advance housing strategy, planning and objectives. Key influencer to other senior staff, cross-functionally to ensure department/government goals are met and conflicts resolved in an effective manner.

Champions the cultivation of housing policy expertise based on research and best practices to identify opportunities for transformation. Ensures that new initiatives are based on research, evidence and best practice.

Ensures the effective management of human and financial resources by setting and evaluating staff performance targets, promoting diversity and a healthy workplace, demonstrating leadership competencies, respecting corporate human resources practices, promoting teamwork and individual development, maintaining internal communications, monitoring expenditures while adhering to procurement guidelines. Manages the development and/or delivery of budget plans for own department. Develops and/or delivers a plan for significant aspects of the financial management and/or control process.

May perform other related duties as assigned

In addition to the knowledge, skills and abilities outlined in the job description, this job may include other, assignment-specific requirements (ex: French language, drivers license, membership in an employment equity group or security screening, etc.)

## SCOPE

<b>Contacts (Typical):</b>	<p>The Director builds relationships and works cross-functionally within all levels of the organization in the planning and implementation of strategic initiatives and works strategically to leverage expertise and resources to meet common directives.</p> <p>The Director works closely with senior staff within other departments and agencies to seek and provide direction and information and to discuss possible joint approaches. The Director may also represent the department on interdepartmental committees.</p> <p>The Director represents the Province on the senior officials Federal/Provincial Housing Forum, and is the primary point of contact with the CMHC intergovernmental relations team.</p>
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<b>Innovation:</b>	<p>Focuses on the long-term government strategy and aligns their thinking and planning accordingly. Specifically, contributes to longer-term strategy; using knowledge of the competitive environment to inform strategic direction. Thinks through issues by seeing the pattern or big picture, brings facts and ideas together, and develops innovative or creative insights. Specifically, innovates; for example, creating new concepts that are not obvious to others. Seeks broad content; for example, keeping up with trends and cutting-edge practice from beyond their own context.</p> <p>The Director is required to accept and carry out responsibilities with a minimal level of supervision. Sensitivity and awareness of public issues coupled with sound professional judgement is required in evaluating options, developing communications and strategic approaches, and in maintaining confidentiality. Assignments are received in broad outline and allow for considerable independence in terms of decision making.</p>
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	<p>This position requires the ability to identify and understand programs, policies and issues from a provincial perspective as well as stakeholder and federal positions, and make sound, reasoned, and practical recommendations.</p> <p>Acts proactively to avoid problems or identifies and takes advantage of opportunities. Specifically, acts decisively; for example, taking resolute action in time-sensitive situations.</p> <p>Creates cross-boundary, inter-governmental collaboration; for example, securing departmental/governmental support to enable collaborative working between teams/functions.</p> <p>Responds to differences and changes in the internal or external context, taking a flexible approach to reach business outcomes. Specifically, tries new ways to do things; for example, coming up with alternative methods or ways of working.</p> <p>Has a deep understanding of the business context in which they are operating that informs planning and decision-making. Specifically, understands the broader context; for example, recognizing larger social, political and environmental trends and changes that may impact the department or government overall.</p> <p>Collaborates with decision-makers and understands the culture of their department; for example, using their understanding of governments' culture and goals to predict what is likely to work and what isn't.</p> <p>Builds a high performing division by ensuring that the team is focused, motivated and inspired to achieve team objectives. Specifically, sets team direction; for example, communicating and sustaining a clear sense of purpose for the team.</p>
<b>Decision Making:</b>	<p>This position makes decisions independently and must have the depth of knowledge, experience and judgement to make the correct decisions in high pressure situations on sometimes controversial topics and sometimes with incomplete information. This position exercises discretion in providing advice to senior department officials. The Director anticipates the risks and implications inherent in plan of action and devises appropriate strategies to mitigate their impact.</p> <p>The Director is responsible for exercising a high level of judgement in managing projects and assignments either solely, or with the support of other professional or clerical staff. Assignments are received in broad outline and allow for considerable independence in terms of decision making.</p> <p>The Director has considerable discretion to structure project teams to most effectively advance long- term objectives and is expected to adjust approaches and structures as needed to respond to changing circumstances.</p> <p>The Director must use influence and persuasion to advance the work taken by cross-functional teams that advance the Province's long-term vision for housing through changes to long-held business processes and models. With limited resources, the Director must use of available resources and leverage opportunities for partnership with non-profit and private sector housing providers to advance housing transformation goals. In doing so, the Director must take and recommend initiatives based on calculated risks within a risk-adverse environment, based on careful analysis of potential ramifications and with proposed actions to mitigate the risk.</p> <p>The Director must use tact with strong negotiating and facilitation skills to navigate through opposing views to build consensus amongst partners and stakeholders.</p> <p>The Director consults with the COO on decisions that would require significant deviation from established policy and parameters, where there is a major financial impact, or are outside of HNS' strategic plan.</p>
<b>Impact of Results:</b>	<p>The actions taken by the Director and advice provided to senior leadership could have a serious impact on the Department's and subsequently, the Government's ability to achieve housing priorities within its fiscal and corporate capacity. The Director's recommendations inform effective decision-making related to social</p>

	<p>housing within the Department and across Government. Errors in recommendations can have significant, negative impacts on both human and financial resources.</p> <p><b>The Director:</b></p> <p>Contributes to the achievement of provincial targets outlined in 3-year Action Plans under the bilateral Agreement.</p> <p>Fosters collaboration and innovation through leading cross-functional project teams focused on development and implementing innovative approaches to housing programs and service delivery to achieve NHS targets and outcomes</p> <p>Develops expertise, advice, recommendations, and issues management supported by rigorous research, analysis and consultation.</p> <p>Increases accountability and transparency by establishing and implementing effective performance measurement, evaluation and accountability frameworks for NHS Action Plans.</p> <p>The Director is directly responsible for the development of new programs and initiatives under the Bilateral Agreement, fostering an environment in which new ideas are encouraged, and ongoing participation in a variety of steering and working committees, and through meetings with Executive Directors and program owners.</p> <p>The actions taken by the Director and advice provided to senior leadership could have a serious impact on the Department's and subsequently, the Government's ability to achieve housing priorities within its fiscal and corporate capacity. The Director's recommendations inform effective decision-making related to housing within the Department and across Government. Errors in recommendations can have significant, negative impacts on both human and financial resources.</p> <p><b>The Director:</b></p> <ul style="list-style-type: none"> <li>- Contributes to the achievement of provincial housing objectives, and contractual obligations under federal-provincial agreements.</li> <li>- Fosters collaboration and innovation through leading cross-functional project teams focused on development and implementing innovative approaches to housing programs and service delivery to achieve provincial targets and outcomes</li> <li>- Develops expertise, advice, recommendations, and issues management supported by rigorous research, analysis and consultation.</li> <li>- Increases accountability and transparency by establishing and implementing effective performance measurement, evaluation and accountability frameworks.</li> </ul> <p>The Director is directly responsible for key strategic initiatives, fostering an environment in which new ideas are encouraged, and ongoing participation in a variety of steering and working committees, and through meetings with Executive Directors and program owners.</p> <p>The Director's recommendations have a major public policy and financial implications for the department and housing providers. Sound decision-making resulting from effective management, decision-making, analysis, and input to related submissions to Executive Council.</p>
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### **People Management:**

	# Direct Resources Managed	# Indirect Resources Managed
<b>Additional Information (if required):</b>	<p>Job Titles and number of incumbents reporting to this job:</p> <p>This position leads a team of 9 professional staff: Manager, Intergovernmental and Crown Relations – 1 (3 direct reports)</p> <p>Manager, Housing Strategy – 1 (4 direct reports)</p> <p>In addition to these direct reports, multiple Project Teams will be established to develop and execute initiatives. The Director will provide guidance, direction and oversight to ensure successful implementation.</p>	

## LICENSES/CERTIFICATIONS

**Data From Conversion:** May perform other related duties as assigned

## WORKING CONDITIONS

### Physical Effort

### Physical Environment

### Sensory Attention

### Psychological Pressures

Examples/ Additional Information:	
	A Physical Environment  Located in a comfortable office environment or meeting room with minimal requirements for travel.
<b>Data From Conversion:</b>	B Physical Effort  While the incumbent will spend a significant time seated in a comfortable position, they will also spend considerable time at meetings, workshops and presentations.  C Sensory Attention  Significant. High level of reading a high volume of complex material, listening, strategic thinking and planning; frequent requirement to quickly assimilate, analyze, interpret and act upon information provided in writing or orally. Intense concentration is required for significant portions of each day. Regular requirements for meeting with staff and stakeholders to build consensus, gain acceptance of initiatives, and implement change. Requests come from a variety of sources and tend to be of an urgent and sensitive nature. Ability to quickly synthesize and present key information is critical, as well as prioritizing issues and identifying risks with recommended mitigations in a timely manner.  D Mental Pressures  Considerable. Fast paced and complex environment with many competing priorities. Results will often depend upon persuading others to advance new, innovative approaches within an environment that is risk-averse and unaccustomed to change. At the same time, results will depend upon collaboration and support from across project teams, and ensuring alignment with provincial goals and federal requirements. Considerable pressure from deadlines and absolute attention to accuracy is a critical element of the position. High profile issues must be managed at the same time requiring exceptional prioritization and scheduling skills to meet organizational and government objectives. There is a need to balance priorities, meet deadlines, and achieve specific and accurate outcomes often within tight timeframes. There is a need to constantly re-evaluate competing priorities to determine the best use of both financial and human resources. The demands of the job necessitate flexibility in the hours of the workday and may require overtime. There is a disruption to personal life.