



#### **IDENTIFICATION**

Department		Position Title	
Finance		Manager, Strategy Planning and Architecture	
Position Number		Community	Division/Region
15-14011		Yellowknife	Governance, Planning and Security

#### **PURPOSE OF THE POSITION**

The Manager, Strategy, Planning and Architecture is responsible for the creation, iteration and maintenance of a strategy for the overall Information Management and Technology (IMT) sector in government, in order to align organizational actions, plans and resources with business objectives and the development of plans to drive forward and execute that strategy. The position leads the GNWT's strategic and policy activities related to telecommunications regulatory matters as they pertain to both the Canadian Radio-television Telecommunications Commission (CRTC) and the provision of telecommunications/broadband in the North.

#### **SCOPE**

The Manager, Strategy Planning and Architecture is located in Yellowknife and reports to the Director of the Governance, Planning and Security division within the Information Systems Shared Service activity in the Department of Finance.

The position is responsible for enterprise-wide IMT strategy, planning, and architecture and provides expert level policy and planning services to the GNWT's IMT Leaders. The position is responsible for coordinating the planning, implementation, monitoring and evaluation of the government's IMT strategy and associated initiatives. These initiatives are complex, span departmental boundaries and require strategic thinking, strong leadership, communications, project management and facilitation skills.

The Manager is a change agent who collaboratively develops and communicates the Strategy with internal and external stakeholders. The position devises and contributes to approaches,

such as an Integrated Online Service Delivery Model, to ensure availability and maximum uptake of information systems and technologies developed to support the Strategy.

The position must ensure that internal and external stakeholders are engaged, appropriate tools and processes are established to effectively manage issues and risks, and performance is monitored for reporting to Deputy Heads and other stakeholders.

The Manager leads corporate activities related to improving service delivery to citizens, businesses and visitors, including working with the Institute for Citizen-Centred Services (ICCS), participating in national surveys for Citizens First and Business First, coordinating the delivery of customer service improvement training to management and staff and working closely with the e-Service and Support team supporting online service delivery.

In the area of Enterprise Architecture, the Manager leads the creation, iteration, and maintenance of structures such as enterprise and business architectures embodying the key principles, methods and models that describe the organization's future state, and that enable its evolution. This typically involves the interpretation of business goals and drivers; the translation of business strategy and objectives into an "operating model"; the strategic assessment of current capabilities; the identification of required changes in capabilities; and the description of inter-relationships between people, organization, service, process, data, information, technology and the external environment.

In the telecommunications/broadband regulatory area, the Manager directs the work of an independent contractor/consultant and collaborates with stakeholders (Territorial Governments, ISPs, and NGOs) to establish a collective voice in representing the interests of both the GNWT and Northerners in general, in telecommunications regulatory matters. This role is critical as governments are increasingly being consulted on CRTC proceedings, and it will continue to be important as competition and converging technologies emerge and impact the North's economic and social development.

The position directly supervises staff in the unit (enterprise architecture and policy) and influences management and staff from across the IMT sector involved in strategy-related projects. The position also manages contractors involved in strategic and telecommunications/broadband regulatory contracts.

## **RESPONSIBILITIES**

### **1. Responsible for the creation, iteration and maintenance of a strategy for the overall IMT sector in government.**

- Provides strategic advice to the GNWT IMT Leadership;
- Manages the creation and maintenance of the IMT strategy;
- Develops and communicates plans to drive forward the strategy;
- Ensures that all stakeholders adhere to the strategic management approach and timetables;

- Collates information and creates reports and insights to support strategy management processes;
  - Contributes to the development of policies, standards and guidelines for strategy development and planning;
  - Develops, communicates, and reviews processes which ensure strategic goals and objectives are embedded in management and operational plans of the IMT organization(s);
  - Develops and monitors implements the performance management framework to enable continuous service improvement and success in achieving strategic goals and objectives.
- 2. Responsible for the creation and review of an IMT systems capability strategy (architecture) that meets the strategic requirements of the business.**
- Captures and prioritizes market and environmental trends, business strategies and objectives, and identifies the business benefits of alternative strategies;
  - Develops enterprise-wide architecture and processes which ensure that the strategic application of change is embedded in the management of the organization, ensuring the buy-in of all key stakeholders;
  - Develops and presents business cases for approval, funding and prioritization;
  - Sets strategies, policies, standards and practices to ensure compliance between business and technology architectures, and enterprise transformation activities;
  - The identification of new and emerging technologies, products, services, methods and techniques. The assessment of their relevance and the potential impacts (both threats and opportunities) upon business enablers, cost, performance or sustainability. And, the communication of emerging technologies and their impact to IMT and departmental senior management.
- 3. Manages the government's strategic and policy activities related to regulatory matters as they pertain to both the Canadian Radio-television Telecommunications Commission (CRTC) and the provision of telecommunications services in the North.**
- Manages the service contract with a Telecommunications Regulatory Consultant;
  - Manages the work of the GNWT's in-house subject matter expert and provides policy advice to the Director, Government CIO, Deputy Heads and stakeholder departments;
  - Ensures the GNWT's contracted Telecom Regulatory Consultant and other stakeholders (e.g. Territorial Governments, ISPs, NGOs) are coordinated on development of approaches, positions, and interrogatories that represent the interests of both the GNWT and Northerners in general;
  - Participates in hearings on CRTC proceedings of relevance to the GNWT/NWT/North.
- 4. Manages the government's strategic and policy activities related to Service Improvement for the public (citizens, businesses, and visitors).**
- Manages the contract relationship with the Institute for Citizen-Centred Service (ICCS), including the delivery of Business and Citizens First national surveys and the associated customer service improvement training and certification offerings;

- Liaises with senior management across government to coordinate customer service manager and professional training;
- Reports on the results of national survey findings to Deputy Ministers, via the Informatics Policy Council.

**5. Manages the Strategy, Planning and Architecture unit's work and human resources.**

- Allocates responsibilities and/or packages of work;
- Delegates responsibilities as appropriate. Sets performance targets, and monitors progress against agreed quality and performance criteria;
- Provides effective feedback, throughout the performance management cycle, to ensure optimum performance;
- Proactively works to ensure effective working relationships within the team and with those whom the team interacts with;
- Provides support and guidance as required, in line with individuals' abilities;
- Encourages pro-active development of skills and capabilities and provides mentoring to support professional development;
- Provides input in to formal processes such as job description development and disciplinary procedures.

**6. Contributes to the financial planning of the Division.**

- Develops financial plans and forecasts;
- Monitors and manages IMT expenditure, ensuring that all financial targets are met, and examining any areas where budgets and expenditure exceed their agreed tolerances;
- Assists with the definition and operation of effective financial control and decision making, especially in the areas of service, projects and component cost models and the allocation and apportionment of all incurred IMT costs;
- Analyses actual expenditure, explains variances, and advises on options in use of available budget.

**WORKING CONDITIONS**

**Physical Demands**

No unusual demands.

**Environmental Conditions**

No unusual conditions.

**Sensory Demands**

No unusual demands.

## **Mental Demands**

The scope of work can involve politically sensitive issues and tight deadlines. Decisions often have long-range and/or costly effects. The incumbent will be required to travel periodically.

## **KNOWLEDGE, SKILLS AND ABILITIES**

- Expert knowledge and experience in facilitation and stakeholder relations (internal and external, non-GNWT partners)
- Working knowledge of current and conceptual understanding of Enterprise Architecture (EA), and EA practices such as those defined in architectural frameworks such as TOGAF.
- Strong understanding of business value of information management and technology (IMT) and the importance of clear business linkages to investments and initiatives.
- Knowledge of IMT industry, corporate strategy, policy and government service delivery.
- Demonstrated strategic, conceptual and analytical thinking, including the ability to relate long-range visions and concepts to daily work environments.
- Excellent critical thinking and decision-making skills.
- Ability to identify problems, assess, identify relevant issues, develop proposals and propose effective solutions.
- Proven ability to collaborate, influence and lead. Able to effectively manage multiple stakeholders in a complex, hierarchical organizational structure.
- Ability to prepare Requests for Proposals (RFPs); evaluate, select and manage contractors.
- Ability to speak in public, develop and deliver clear, effective presentations using a content and style adapted to and likely to influence the intended audience.
- Ability to effectively facilitate and manage meetings.
- Excellent change management and change leadership skills.
- Ability to research, analyze and synthesize multiple concepts and priorities for presentation to Senior Management and other stakeholders.
- Excellent interpersonal and communications skills exercising significant tact and discretion.
- Able to work with a high degree of independence.
- Strong administrative, coordinating and delegation abilities.
- Demonstrated leadership and team building skills.
- Able to balance a number of major initiatives concurrently and competing demands.
- Strong knowledge of GNWT and departmental organization and how it operates in a shared service context, and an environment of continuous improvement.
- Strong knowledge of government processes, including business planning, main estimates, forced growth, capital planning, and FMB and Cabinet decision-making processes.
- Ability to understand the impact of industry issues and activities on the North in the context of the GNWT's strategic positions and the evolving and converging telecommunications/broadband industry. Able to synthesize the complex interrelationships between industry players, technologies and CRTC direction in order to understand its social and economic impact on the North.

**Typically, the above qualifications would be attained by:**

Completion of an undergraduate degree in public administration, business administration, computer science or leadership, with 8 or more years of directly relevant and progressive experience including 4 years of experience leading strategic initiatives and 2 years managing staff and budgets. Project Management certification and/or Program Evaluation considered an asset.

Equivalencies may be considered.

**ADDITIONAL REQUIREMENTS**

**Position Security (check one)**

- ☒ No criminal records check required
- ☐ Position of Trust – criminal records check required
- ☐ Highly sensitive position – requires verification of identity and a criminal records check

**French language (check one if applicable)**

- ☐ French required (must identify required level below)
  - Level required for this Designated Position is:
    - ORAL EXPRESSION AND COMPREHENSION
      - Basic (B) ☐ Intermediate (I) ☐ Advanced (A) ☐
    - READING COMPREHENSION:
      - Basic (B) ☐ Intermediate (I) ☐ Advanced (A) ☐
    - WRITING SKILLS:
      - Basic (B) ☐ Intermediate (I) ☐ Advanced (A) ☐
- ☐ French preferred

**Indigenous language: Select language**

- ☐ Required
- ☐ Preferred