



## IDENTIFICATION

| Department                        | Position Title                                   |                 |
|-----------------------------------|--|-----------------|
| Education, Culture and Employment | Manager of Policy, Aurora College Transformation |                 |
| Position Number                   | Community  | Division/Region |
| 71-15574                          | Yellowknife                                      | Directorate/HQ  |

## PURPOSE OF THE POSITION

In 2017, the Minister of Education, Culture and Employment (Minister) committed to completing the Aurora College Foundational Review (Review) to establish a model for Aurora College that is responsive to changing labour market demands and student needs, both now and in the future. The Review concluded with the Government Response to the Findings and Recommendations of the Aurora College Foundational Review (2018) that calls for the transformation of Aurora College into a polytechnic university, including wide-ranging incremental changes to strengthen the College in advance of the transformation.

The Manager of Policy, Aurora College Transformation (Manager of Policy) is responsible for the management and coordination of the policy functions related to the transformation of Aurora College into a polytechnic university. As a result, this position is responsible for the development, coordination, review, and provision of strategic advice to the Minister, Associate Deputy Minister and Executive Director on all policy initiatives relevant to the transformation process. This includes the management and coordination of all DM Committee, Committee of Cabinet, Cabinet and Legislative Assembly documents and policies, including materials for the Standing Committees of the Legislative Assembly.

The Manager of Policy is responsible for supporting change management processes by ensuring the development and implementation of policy changes, both internal and external to Aurora College and comply with applicable legislation and GNWT policies.

The position also manages and coordinates the cross-functional, interdepartmental, and intergovernmental activities related to the transformation, including the provision of internal legal, legislative and policy support; and contributions to and participation in Federal/Provincial/Territorial and Indigenous government forums and initiatives.

## **SCOPE**

This challenging leadership position is located in Yellowknife and reports to the Executive Director, Aurora College Transformation. The primary role of the Manager of Policy is to guide the development and ongoing implementation of changes to policies for Department of Education, Culture and Employment (ECE) and Aurora College. The incumbent regularly works with, and provides policy support to, staff and senior managers across ECE and Aurora College, and provides strategic advice and recommendations to the Executive Director, Associate Deputy Minister and Minister.

This Manager of Policy also regularly liaises with key representatives from other departments, particularly the Department of the Executive and Indigenous Affairs and the Department of Justice, on matters relating to policy development, intergovernmental relations, Indigenous rights and intergovernmental activities. Sound knowledge of GNWT priorities, policies and legislative requirements, as well as sensitivity to inter-departmental and intergovernmental relationships are essential. The incumbent regularly works independently and with little direct supervision.

The nature of the responsibilities of this position means that much of the incumbent's time is spent working to provide support and expert advice directly to the Associate Deputy Minister and Minister. The incumbent may also be called upon to brief the Minister on Executive Council submissions, Session preparation, follow-up commitments for other Members, briefings for Cabinet and Standing Committees of the Legislative Assembly, and the Minister's participation in intergovernmental meetings and forums.

Two Senior Policy Advisors report directly to the Manager and support the wide-ranging and complex policy work associated with the transformation and the operation of Aurora College.

In accordance with the priorities and directions established by the Minister, GNWT, Associate DM and Executive Director, the Manager of Policy works within the legislative and policy frameworks of the GNWT. This includes ensuring ongoing compliance with the *Aurora College Act*, *Postsecondary Education Act*, *Public Service Act* and *Financial Administration Act*. As part of the transformation process, the Manager of Policy will assist with any amendments to the *Aurora College Act* and the development of new legislation governing the polytechnic university.

Aurora College currently operates across three campuses and 21 Community Learning Centres located throughout the NWT. The College is charged with a broad mandate to develop and deliver adult education and training programs to meet the needs of Northerners. Programming includes developmental studies (upgrading and life skills), pre-employment, apprenticeship, certificate, diploma, university transfer, applied degrees and university degree programs on site through agreements with partner institutions. Aurora College employs over 200 faculty and staff, with approximately 500 full-time students enrolled in credit course offerings and a further 1500 students attending part-time credit and non-credit course.

Following the overall vision, and strategic direction for the polytechnic university, each campus will establish areas of specialization. Ongoing investments in the polytechnic university by the GNWT, as well as strengthening and building new strategic partnerships with industry, Canadian universities, the federal government and community and Indigenous governments, will ensure academic and research excellence in these areas of specialization and assist in increasing student success. This approach is expected to result in new opportunities for long-term sustainable growth at each campus. ECE will also continue to support improvements to Community Learning Centres and will work to increase access to postsecondary education in communities across the NWT.

The GNWT has committed that, through the transformation process, significant changes will be made in the areas of governance, accountability, academic program management, operations, and student recruitment and retention. As with all processes of transformational change, the transformation of Aurora College will face challenges from inside and outside the institution.

The complexity of the transformation is compounded by the North's relatively complex operating environment, including its population, which presents unique demographic and socioeconomic characteristics in comparison with the rest of Canada. Added to that is the vastness of the area served by Aurora College. The NWT covers 1.2 million square kilometers with a dispersed population of approximately 40,000, living in 33 communities, many of which are not connected by road and accessible only by air. Due in part to the cultural diversity in the NWT, the GNWT recognizes eleven official languages, nine of which are Indigenous. Unlike elsewhere in Canada, the political landscape in the NWT is extremely complex and evolving, with four settled land claim agreements, over ten sets of active land, resources and self-government negotiations, and several trans-boundary negotiations.

## **RESPONSIBILITIES**

### **1. Manage and coordinate the development and review of policy proposals and other governing instruments and provide direct support to the Associate DM and Minister on all policy activities related to Aurora College and its transformation.**

- Provides expert strategic advice to the Executive Director, Associate DM and Minister on all existing and new policy initiatives.
- Manages the researching, drafting and implementation of new/revised policy.
- Provides support to internal working groups at Aurora College and plays a role in developing policy changes related to the transformation.
- Assess Cabinet submissions to ensure they are consistent with the overall priorities, goals and objectives of the GNWT.
- Formulates principles and sets objectives with respect to desired policy results.
- Provides advice and assistance in identifying and evaluating policy options.
- Provides substantiation of policy proposals to Executive Council and central agencies.
- Coordinates responses to major reports that provide direction to the Department.
- Supervises preparation of major presentations by the Associate DM and Minister on policy-related initiatives.
- Supports the review and evaluation of existing policies.

- Reviews draft policy initiatives to ensure consistency with Aurora College and ECE strategic direction, and makes appropriate consideration of the legal, political, and financial issues as well as stakeholder concerns.
- Coordinates consultation with GNWT departments regarding policy proposals.
- Coordinates, arranges, and participates in necessary public and interdepartmental consultation on Aurora College and ECE policy initiatives.
- Coordinates the development of Aurora College's position on government-wide initiatives and the initiatives of other departments.
- Provides expert advice on the policy development processes.
- Advises on other Departmental and GNWT initiatives to coordinate with, and obtain information on, other related departmental and GNWT projects.

**2. Manage, coordinate and provide direct support to the Minister on Executive Council submissions related to Aurora College and the transformation.**

- Provides regular briefings to the Minister on Executive Council submissions.
- Manages Aurora College's Executive Council agenda and activities.
- Works directly with staff, ECE's Senior Management Committee and Aurora College Senior Leadership Team to develop and review all Executive Council submissions.
- Manages the tracking of Ministerial commitments made to Executive Council and ensures appropriate and timely follow-up is carried out.
- Manages the preparation of comprehensive briefing materials for the Associate DM and Minister on all proposed Executive Council submissions.
- Regularly collaborates and consults with central agencies such as the Cabinet Secretariat, Financial Management Board Secretariat and the Legislative Coordinator in the development of Executive Council submissions.

**3. Manage, coordinate and provide direct support to the Minister on the preparation of Legislative Assembly briefing materials, including monitoring and follow-up for all commitments.**

- Provides direct support and advice to the Minister on the Minister's participation in the Legislative Assembly including preparation, responses, and fulfilling follow-up obligations.
- Provides regular policy briefings to the Minister in preparation for Sessions of the Legislative Assembly.
- Identifies issues for briefing materials and advises the Minister and Deputy Minister on policy issues likely to arise during Legislative Assembly Sessions.
- Works directly with Senior Management to develop, review, and edit briefing materials for the Minister.
- Ensures accuracy, consistency and currency of all briefing materials for the Minister.
- Ensures timely submission of additional briefing materials as required.
- Ensures all sessions of the Legislative Assembly are effectively monitored and all commitments are recorded and responded to.
- Works with staff and Senior Management at Aurora College and ECE to develop, review and edit all Ministerial responses to meet commitments made in the Legislative Assembly.

**4. Provide direct support to the Minister to manage and co-ordinate Aurora College's Federal/Provincial/Territorial/Indigenous inter-governmental activities and responsibilities.**

- Provides expert support and advice to the Minister and senior management on departmental issues pertaining to Federal/Provincial/Territorial/Indigenous inter-governmental relations.
- Reviews, evaluates and maintains currency on various issues related to territorial departments and agencies.
- Co-ordinates and monitors positions taken at the various F/P/T/I tables by the Minister and College representatives and ensures positions are consistent with government policies.
- Reviews and monitors intergovernmental arrangements that are pertinent to the effective management and program development within Aurora College.
- Communicates positions and developments at the national, federal and provincial level to Aurora College's Senior Leadership Team.
- Provides research, analysis, and recommendations on key issues impacting Aurora College, ECE or the GNWT.
- Reviews and assesses material and advice developed for the Minister for F/P/T/I meetings.
- Liaises with other departments to ensure a consistent, government-wide response to multi-sectoral issues.
- Negotiates with other jurisdictions regarding development of positions and communiques for Ministers and Deputy Ministers.
- Represents Aurora College and GNWT on various F/P/T/I committees.

**5. Manage the human and financial resources of the policy function of the Transformation Team to meet Aurora College and ECE objectives related to the transformation.**

- Works with the Executive Director in the hiring of staff for the policy function of the Transformation Team.
- Actively manages and supervises all direct reports including assigning work to staff, assessing performance and imposing discipline when required.
- Ensures staff have access to necessary resources, supplies, equipment and information.
- Informs staff about governmental, departmental, and divisional priorities and human resources developments.
- Develops and implements annual work plans which establish short and long-term objectives for the unit.
- Identifies training requirements and opportunities for staff.

**WORKING CONDITIONS**

**Physical Demands**

There are limited physical demands associated with this position. Frequent travel between the three campuses and other communities is required, some of which is in small aircraft. The incumbent is also expected to spend extended periods away from home attending meetings.

## **Environmental Conditions**

No unusual conditions.

## **Sensory Demands**

No unusual demands.

## **Mental Demands**

The incumbent is subject to high levels of stress related to multi-tasking and working to tight deadlines in a setting where there are frequently changing priorities, conflicting interests and differing perspectives. The incumbent is also subject to high levels of stress when collaborating with senior officials. Mental demands are for frequent periods of short duration.

## **KNOWLEDGE, SKILLS AND ABILITIES**

- Written communication skills to ensure the development of policy, Executive Council submissions, and briefing materials that are clear, concise and convey complex information and detailed recommendations.
- Verbal communication skills to effectively communicate with a wide variety of audiences, including Senior Managers and Ministers, on complex subjects.
- Ability to develop and express ideas, concepts and recommendations in a clear and concise manner using appropriate verbal, written and graphic means.
- Analytic and problem-solving skills to synthesize complex information, identify cross divisional and departmental linkages, and assess risk and opportunity.
- Highly developed political sensitivity, self-confidence, tact and diplomacy skills.
- Ability to work independently and to manage a workload that includes multiple assignments with potentially conflicting and changing priorities.
- Management skills to lead, plan, organize, coordinate and complete complex and concurrent projects independently or in teams within time and resource constraints while monitoring progress and evaluating results.
- Exceptional organizational and time management skills and knowledge of project management concepts and practices.
- Ability to effectively supervise staff and create a productive team environment.
- Knowledge of the legal and policy framework within the NWT and Canada.
- Knowledge of government policy development and processes.
- Ability to operate a personal computer with a high degree of proficiency as well as to use word processing, database, and spreadsheet software.
- Knowledge of, and experience with, federal/provincial/territorial/Indigenous government relations.
- Working knowledge of postsecondary systems at the college and university levels.
- Knowledge of Aurora College systems and governance structure.
- Knowledge of the GNWT's financial system and its governance structures.
- Knowledge of existing Aurora College legislation and the ability to develop new legislation and policies when directed to do so.

- Knowledge and ability to implement innovation and change.
- An ability to build and maintain excellent working relationships with colleagues in the GNWT and Aurora College, and with partners outside of government.

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

- Completion of an undergraduate degree (e.g. Bachelor's) and completion of either a graduate degree (e.g. Master's) or a degree program in law (e.g. LLB or JD). At least one of the completed degrees must be in the social sciences, humanities, education, law, or a related field.
- A minimum of five years of progressive experience, including at least two years working in either policy, Indigenous rights or intergovernmental relations.
- A minimum of one year of experience in a supervisory role.

**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