



Government of
Northwest Territories

IDENTIFICATION

Department	Position Title	
Northwest Territories Housing Corporation	Director, Policy and Planning	
Position Number(s)	Community	Division/Region(s)
93-15046	Yellowknife	Policy and Planning

PURPOSE OF THE POSITION

The Director of Policy and Planning is accountable for providing overall leadership and advice on all policies, legislation, planning and communications relevant to the mandate of Northwest Territories Housing Corporation (NWT HC). This includes oversight respecting the development of Cabinet documents, legislative proposals, and briefing materials for Cabinet and Standing Committees of the Legislative Assembly. The Director is also responsible for all external and internal communications plans, corporate policies and directives, and coordinates and directs the NWT HC's response and participation in land, resources and self-government negotiations and implementation and in Federal/Provincial/Territorial/Indigenous government initiatives.

SCOPE

The Director of Policy and Planning reports directly to the President & CEO. The mandate of the Division is to: provide strategic, evidence-based advice to the Minister, President & CEO, and the Senior Management Committee; develop a comprehensive policy agenda that advances the Corporation's top priorities; develop and direct the implementation of a comprehensive internal and external communication plan; coordinate the Corporation's involvement in negotiations, Indigenous self-government initiatives, federal/provincial/territorial relations, lead strategic and program renewal activities, manage community planning actions, and design, implement and evaluate homelessness programming. The effective fulfillment of the Division's mandate requires close cooperation with internal/corporate and external partners, including Local Housing Organizations, municipal, federal, provincial and Indigenous governments, non-government organizations and other interested groups.

Key to success in this position is the management and general oversight of intra- and inter-corporate files and priorities to ensure overall consistency. Thus, the incumbent must work closely with program and senior managers of the Corporation in the facilitation of evidence-based decision making at all levels of corporate activity.

The NWT HC has a complex and multi-faceted mandate within the Government, and through its many programs and services that stretch along the continuum of housing from homelessness to homeownership. These interventions impact the lives and support the aspirations of all walks of life, but especially the most vulnerable: homeless persons, children, victims of family violence, elders and persons with disabilities. Often the success of government support is first predicated on sufficient, appropriate and affordable housing opportunities.

As stated in its mandate, the Corporation is tasked with ensuring that there is an adequate stock of affordable housing in partnership with housing stakeholders including private industry, all orders of government, non-governmental organizations and the residents of the NWT.

The many facets of the Corporation's mandate (including homelessness, Public Housing, transitional housing, lease-to-own, homeownership, repair services, market housing and industry support) are made particularly challenging given the North's relatively complex operating environment, including cost of delivery, transportation, building conditions, need for increased local and regional construction capacity, low income households, which presents unique demographic and socio-economic characteristics in comparison with the rest of Canada. Added to that is the vastness of the area served. The NWT covers 1.2 million square kilometers with a scattered population of approximately 40,000, living in 33 communities, many of which are not connected by road and accessible only by air. As well, the population is ethnically diverse, falling into four major population groupings: First Nations (primarily Dene), Inuit, Metis and other northerners. Due in part to this diversity, the Government of the Northwest Territories recognizes eleven official languages, 9 of which are Indigenous. Unlike elsewhere in Canada, the political landscape is extremely complex and evolving, with 4 settled land claim agreements, over 10 sets of active land, resources and self-government negotiations and several trans-boundary negotiations. These are salient points as the GNWT prepares for jurisdiction to be drawn down by self-government in a number of areas including housing. Housing provision is intricate, technical and requires extensive program experience. Supporting Indigenous governments in their housing aspirations requires active knowledge transfer in order to be successful.

In light of this challenging mandate and complex operating environment, the Corporation devises innovative and well-integrated solutions, which the Director of Policy and Planning plays a central role in developing. The Director of Policy and Planning, in developing these solutions, leads through the consideration of the following factors:

- lateral, systems-wide thinking in support of program integration wherever possible;
- holistic and multi-disciplinary approaches to complex problem areas;
- leaner, more efficient service delivery;

- well-defined project charters, including implementation plans and pre-approved budgets for larger corporate projects;
- evidence-based decision-making;
- solid research supporting the Corporation's mandate;
- matrix management and inter-corporate collaboration;
- transparent communication in support of public accountability;
- clearly articulated roles and responsibilities between the Corporation and its delivery agents
- strategic partnerships across sectors, communities and government agencies.

The Director of Policy and Planning also provides guidance and direction to all managers and staff in the areas the division is responsible for. A key task of the division is to ensure the two diverse program branches of the Corporation work from a clearly-articulated policy base. It is essential that the Director collaborates with other GNWT departments due to the ever increasing need to combine resources to resolve mutual problems, and to ensure that programs and services are neither fragmented nor redundant.

By way of context, the Finance and Infrastructure Services Branch is comprised of the Finance and Administration Division, Infrastructures Services Division, Financial Planning Section and Information Services Section. Through these units, the branch manages and administers the NWTHC's financial services, capital planning, land acquisition and planning, information services, asset management and infrastructure delivery.

The Programs and District Operations Branch oversees the development, implementation, monitoring, and delivery of programs and initiatives that support the NWTHC's responsiveness to housing needs in the NWT. The Branch provides corporate support, training, and oversight to the NWTHC's five District Offices for the delivery of housing programs and services in order to ensure a continuity of approach to program delivery

To support the two branches, and maximize collaboration, program harmonization and integration, the Policy and Planning Division enhances intra-corporate collaboration through coordinated activities and the setting of standards and expectations. The Director of Policy and Planning is expected to lead the Corporation in strategic long-range planning; evidence-based decision-making; testing and evaluating performance targets; allocating, accounting for and wisely managing scarce resources; and engaging in forward-thinking research.

DIMENSIONS

- Reporting Positions (direct or indirect/functional relationship) 8
- Compensation & Benefits (\$) 1.28 million
- Operations & Maintenance (\$) 162,000
- Grants & Contributions (\$) 1.4 million
- Capital (\$)

The following 2 positions report to the Director of Policy, Legislation and Communications:

Manager of Policy and Communications: manages and coordinates the development and administration of corporate strategic and business planning, policies, legislation, and communication planning, access to information and protection of privacy, and intergovernmental relations.

Manager of Homelessness and Community Planning: manages the design, planning, management and evaluation of major housing and homelessness projects, coordinates cross-government and inter-governmental homelessness initiatives, and manages the development of community housing plans.

RESPONSIBILITIES

1. Leads the development and modification of all NWT HC related legislation and policy initiatives ensuring consistency with policies and priorities of the Legislative Assembly, the Government of the Northwest Territories and the Minister of NWT HC.
2. Leads and coordinates the preparation of all documents related to Cabinet, the Legislative Assembly and the Minister to ensure clarity and comprehensiveness of the information presented to facilitate evidence based and well informed decision making.
3. Monitors emerging issues and develops associated briefing materials, and where appropriate, options for senior management consideration.
4. Ensures timely and comprehensive follow-up to Cabinet direction on all matters related to the department.
5. Leads the development of concise communications materials with a view to using effective tools to inform Cabinet, Members of the Legislative Assembly and the public about NWT HC programs and issues.
6. Manages all legislative initiatives for the department.
7. Provides policy, strategic and communications advice to the Corporation's senior management team, including the Minister.
8. Coordinates the Corporation's involvement in negotiations and implementation of land, resources and self-government agreements.
9. Coordinates the Corporation's participation and involvement in intergovernmental activities and files (federal-provincial-territorial-Indigenous).

10. Organizes and where appropriate leads cross-functional corporate and inter-corporate activities as directed by the President & CEO.
11. Functions as the department's primary point of contact for inquiries initiated by other departments.
12. Collaborates with the Cabinet Secretariat, Department of Executive and Indigenous Affairs, respecting all Cabinet submissions.
13. Manages the Division's financial and human resources.
14. Participates constructively in the senior-management team of the Department.

WORKING CONDITIONS

Physical Demands

No unusual demands.

Environmental Conditions

No unusual conditions.

Sensory Demands

No unusual demands.

Mental Demands

The incumbent will be working in a high stress environment given the impact of the decisions that rely on the work of the position especially in relation to the credibility of the NWTHC and the Minister. Additionally, this stress is compounded by short and often shifting timelines.

KNOWLEDGE, SKILLS AND ABILITIES

- Expert knowledge of policy development, communications planning and strategic planning and an ability to apply this knowledge in a rapidly changing and complex governance structure.
- Highly-effective oral and written communication skills and experience coordinating the preparation of presentations, briefing notes, charts and graphs, reports and publications for a wide variety of audiences.
- Seasoned knowledge of the GNWT's political system and its governance structures
- Seasoned knowledge of inter-governmental relations processes and protocols.
- Seasoned knowledge of parliamentary, legislative and policy processes and protocols.

- Thorough knowledge of existing legislation and the ability to develop new legislation and policies when directed to do so.
- An ability to build and maintain excellent working relationships with colleagues in the GNWT, with colleagues working across multiple systems in the Corporation, and with partners outside of government.
- An ability to build and maintain excellent working relationships with representatives of Indigenous governments.
- Seasoned ability to lead and motivate staff in a cross-cultural environment.
- An ability to expertly represent the Corporation and its position accurately and professionally in a variety of consultations, meetings, presentations and other situations.
- Highly-effective organizational skills for coordinating and at times managing large initiatives.
- Advanced interpersonal skills for directing and coordinating activities at multiple levels and communicating positively with professionals at all levels of the organization.

GNWT Management Competencies

- Authentic leadership is a driver of personal and interpersonal conduct. It means acting with integrity in interpersonal and organizational practices, and treating everyone with respect regardless of their background and which group they represent. Authentic leaders also demonstrate behaviours that model and support the GNWT Public Service's vision and goals to ensure its success, and build the same level of support and productivity in others. This competency guides all of our interpersonal interactions with colleagues, direct reports, staff, stakeholders, partners, members and representatives of external government agencies, and the citizens of the Northwest Territories.
- Systems thinking is a driver of how thinking about problems and strategies should be approached within the GNWT. It is about approaching all of our work that is done within the GNWT as being part of a larger system that is integrated and inter-related. That is, understanding that work done in one part of the GNWT impacts a variety of other groups/projects inside and outside the GNWT. It is the ability to assess options and implications in new ways in order to identify solutions, always keeping the broader perspective and impact in mind, and appreciating how current, short-term outcomes are driven by long-term strategy and vision.
- Engaging others is a driver of how we work as part of the GNWT. It is about proactively building networks, connecting with others, understanding and building relationships with many stakeholders, partners, and governments, and collaborating across the GNWT and beyond, in order to achieve the goals and priorities that are important to Northerners.
- Action management is about setting a plan in motion and getting it done. It is about knowing which initiatives and results are important, and working with current resources to achieve results that are aligned with the goals of the organization. Action management is also about managing change in order to be able to achieve results. It is being able to

readily adapt to changing priorities, managing uncertainty, and effectively working in a changing environment.

- People management is about creating the conditions and environment that allow people to work collaboratively and productively to achieve results. It's about making sure that employees have the support, tools, and developmental opportunities they need, and that the GNWT workforce has the diversity in knowledge, skills, abilities, and experience it needs in order to meet current and future organizational objectives and the priorities of Northerners.
- Sustainable management is about delivering results by maximizing organizational effectiveness and sustainability of our human, financial, and environmental resources. It means implementing rigorous and comprehensive human, financial, and environmental resource accountability systems to ensure that our resources are managed effectively and with integrity, and that these are carefully considered in the development and implementation of all policies and programs in order to guarantee a healthy and prosperous Northwest Territories for future generations.

Typically, the above qualifications would be attained by:

Typically, the above qualifications would be attained by the completion of a university degree in the social sciences or a related field as well as a post graduate degree or diploma, plus 5 – 8 years of progressive experience, preferably in government, including at least 3 years of supervisory/management experience.

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 applies)

- ☐ 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

Aboriginal language: Choose a language

- ☐ Required
- ☐ Preferred