

Organizational Context – Contexte organisationnel

Applies to: Management positions in the Administrative Services work stream, that develop, manage and oversee the administrative activities within the organization.

This position liaises and coordinates with corporate functional specialists (e.g., Human Resources, Procurement, Finance, ATIP, IM, IT, Library, etc.) who provide services to staff. The functional specialist is responsible for the development and implementation of a department-wide framework in its area of expertise according to central agency acts, regulations and policies, whereas this position is responsible for understanding, interpreting and integrating business needs, liaising with corporate services providers, and developing internal mechanisms and processes. This enables the organization to meet its business objectives while respecting established overall frameworks.

Client Service Results – Résultats axés sur le service à la clientèle

Provision of advice, development and management of administrative services*, as well as the supervision of an administrative team within the organization.

**Administrative services include but are not limited to such activities as finance, human resources, materiel management, contracting/procurement, accommodation, assets control/inventory, information management, travel, hospitality, ATIP, etc.*

Key Activities – Activités principales

1. Manages, plans and develops administrative services, with the authority to reallocate funds to meet overall management needs and ensure smooth operations.
2. Manages and supervises up to 10 employees (including junior and intermediate levels) responsible for the delivery of administrative services within the organization.
3. Establishes long-term and current-year goals and objectives in consultation with colleagues and senior management.
4. Develops and leads the implementation of initiatives, policies, procedures, service standards and performance indicators to assess results, and recommends changes for improvement; leads the development of the sector's/portfolio's integrated business plan (IBP), which includes developing the section's business continuity plan and defining procedures and practices.
5. Manages and conducts research, impact analysis and risk assessments for various projects and/or proposals, develops options and recommendations for management and determines priority of emerging issues.
6. Leads the development of corporate and horizontal reports and/or tools; and oversees corporate reporting activities and the preparation and distribution of information and documentation for senior management.
7. Represents the organization's interests and leads inter and intra departmental working groups, committees and project teams.

Skill – Habiletés

Intellectual Skills – Habiletés intellectuelles

Knowledge – Connaissances

The work requires knowledge of:

- Organization's mandate, regulations, policies, structure and business objectives to set current and long-term goals, to lead the development of the integrated business plan (IBP) and corporate tools. This knowledge is also required to conduct research, impact analysis and risk assessments to determine priorities as well as to develop and recommend related options for improvement.
- Relevant acts, including, but not limited to the Financial Administration Act (FAA), Access to Information and Privacy (ATIP) Act, Public Service Employment Act, Employment Equity Act, Official Languages Act, Canada Labour Code, provincial employment standards, as well as Treasury Board Secretariat directives and policies, and other program-specific legislation to ensure that existing and recommended administrative processes and procedures comply with legislative guidelines and to lead the implementation of related initiatives. A deep understanding of such acts is also required in order to lead working groups and committees to discuss related issues.
- Administrative procedures and systems to manage and supervise the work of employees, as well as to provide subject matter expertise in working groups, committees and project teams. There is also a need to keep up with new administrative procedures and/or tools to ensure quality and efficiency of services delivered; and to plan and develop improved administrative services.
- Information management practices and techniques to develop reports, prepare, and distribute information and documentation for senior management.
- Office software, databases and systems used within the organization to conduct research and analyze data, assess results and to lead the development of business plans, reports and tools. This knowledge is also used to manage and supervise the work of employees reporting to this position.
- Financial management methods and practices to reallocate funds in order to meet the organization's set goals and management needs.
- Human resources and supervisory principles and practices to set priorities, assign work, manage attendance, identify learning needs and assess performance. It is important to keep up with trends and developments through own research and through participation in working groups, in order to provide suggestions and to push subordinate employees to implement modifications and changes to services; as well as to remain aware of learning opportunities.
- Service standards for the program and related administrative services in order to efficiently assign and reassign work, as well as to ensure compliance and assess performance. This knowledge is also useful in identifying opportunities for improvement and providing recommendations for changes.

Critical thinking, analytical thinking and judgement are required to lead the development of plans, tools and processes. The work involves challenging established practices and methods, as well as anticipating risks and impacts on the organization and its' services to formulate innovative administrative service delivery strategies that address current operational issues and objectives and to recommend options to senior management.

Judgement, initiative and strong decision-making skills are required to manage and plan administrative services, including determining the priority of issues, identifying and anticipating risks and establishing long-term and current-year goals and objectives. These skills are also used when representing the organization at inter and intra-departmental working groups, committees and project teams, to make decisions on behalf of it. The incumbent has the authority to make considerable contributions for solutions and changes to issues and/or services affecting the organization.

There is a need to stay up to date with new policies, procedures and regulations. This is gained by the continuing study of directives issued by the Department, central agencies, as well as through communication with functional specialists, other key contacts and colleagues in committees and working groups.

The incumbent is responsible for establishing the organization's goals and objectives by examining services, programs, issues and external pressures from all perspectives. This requires critical thinking to identify and evaluate all risks and impacts, including those that go beyond the immediate scope and subject matter, to provide viable options, as well as to make decisions. The span and complexity of such tasks and issues requires consultation with colleagues, subject matter experts and management to find solutions and linkages, however, comprehensive advice is also provided to colleagues and management.

Communications Skills – Habiletés de communications

Verbal and writing skills are required to communicate decisions, plans and objectives with senior management, as well as with colleagues and staff reporting to this position. These same skills are used when leading working groups, committees and project teams. The work also requires consultation with colleagues and management in order to establish goals, and to manage and develop administrative services.

Instructional skills are required to provide information when implementing initiatives, policies, procedures and systems, such as performance indicators. This skill is also used to explain and elaborate on recommended changes, lead the development of tools and to manage and train employee.

Negotiation and persuasion are used to come to agreements when consulting staff and senior management regarding goals, the development of the integrated business plan (IBP) or recommending changes for service improvements. These skills are also used when leading working groups, committees and project teams.

Presentation skills are required to synthesize information from various sources and adapt complex material for different audiences to provide background information and possible gains and results when presenting advice and recommendations to management. Presentation skills are also used when defending views and positions with various audiences.

The work requires consultation with other subject matter experts, functional and corporate specialists, as well as stakeholders to find solutions to issues that involve different program areas and disciplines.

Strong interpersonal skills are also required, to ensure a good working relationship with supervised staff.

Physical Skills – Habiletés physiques

Physical and/or Sensory Skills – Habiletés physiques et/ou sensorielles

Coordination skills are required to operate telephones, office equipment, computers and peripherals to draft documentation and obtain information from various sources.

Coordination is required to manipulate data on a screen using a pointing device when conducting research and analyzing information.

Effort – Efforts

Physical Effort – Effort physique

Physical effort is required to remain seated at a desk for extended periods of time, while focusing eyes on a computer screen to complete requests, to conduct research and analysis, and to develop and implement procedures, tools and systems.

Physical effort is required to obtain physical documents from places such as drawers, shelves and cabinets.

Sensory Effort – Effort sensoriel

Sustained attention is needed when determining priorities in order to establish goals and objectives; and to plan and develop services, procedures and performance indicators.

Reading skills are used to understand policies, procedures and systems in order to manage administrative services, develop, and lead improvements and changes.

Reading and sustained attention are required when reviewing requests, as well as when conducting research and analysis. The work also requires listening when receiving information and/or consulting with staff and senior management.

Concentration and initiative are required to manage administrative services and establish goals and objectives for the organization. These efforts are also required in order to develop recommendations and options for improvements. The incumbent has the authority to make substantial contributions to the planning, development and changes in administrative programs.

Intellectual effort and accuracy are required to conduct research, impact analyses and risk assessments for projects and/or proposed projects. These efforts are also required to oversee corporate reporting activities.

Intellectual effort is required to develop critical knowledge of, as well as to research relevant acts, policies and procedures. This effort is also required when assessing all aspects and facets of services and programs to identify and evaluate inconsistencies, issues and opportunities for improvement.

Responsibility – Responsibilités

Management of Human Resources / Gestion des ressources humaines

Responsible for supervising up to 10 employees (including junior and intermediate levels) within the organization. The work requires managing, assigning and reallocating work to employees reporting to this position. There is a requirement to establish long-term and short-term goals, objectives, priorities, work and training plans; allocate resources to various work projects; evaluate performance and complete performance evaluations; conduct staffing processes; identify training needs; recommend and/or approve leave, assist with human resources planning, etc. The work requires providing leadership, direction, training and coaching to employees. There is also a need to create and maintain a positive work environment for employees.

Responsible for planning, development and management of the people, resources, operations and delivery of administrative services. Responsibilities include developing operational business, project plans, and associated human resource plans to meet established objectives; defining and assigning deliverables; providing subject-matter leadership and advice to ensure effective delivery; and managing client relationships and external service providers.

Responsible for leading working groups, committees and project teams; represents the organization's interests in order to enhance service and/or program delivery.

Responsible for managing, planning and developing administrative services related to human resources.

All work is done in accordance with Treasury Board Secretariat and departmental policies and procedures.

Management of Financial Resources / Gestion des ressources financières

This position has the authority to reallocate funds for administrative services in order to meet overall management needs.

Responsible for managing, planning and developing administrative services related to financial resource.

All work is done in accordance with Treasury Board Secretariat and departmental policies and procedures.

Management of Technical Resources / Gestion des ressources techniques

Responsible for managing, planning and developing administrative services related to technical resources.

Responsible for the custody of hard copy and electronic files for own use and that of the organization's staff, and adhering to the appropriate storage and disposal policies and procedures.

Responsible for the use of office equipment and custody of office supplies. Responsible for arranging obtainment, repair or removal of office equipment.

All work is done in accordance with Treasury Board Secretariat and departmental policies and procedures.

Working Conditions – Conditions de travail

Physical Work Conditions / Conditions physiques de travail

The work is performed in an open office environment where there is a lack of privacy, and exposure to noise from office equipment and conversations, and interruptions from callers, visitors and colleagues.

The work may require the incumbent to work from home, in a hotelling space, or hybrid (combination of in-office and remote-work schedule) either of which are very different from full time predictability of the office and exposure to colleagues and office noise.

Psychological Work Conditions / Conditions psychologiques de travail

There is a need to remain composed under pressure of multiple demands, tight time frames and multiple priorities. Activities have to be reassessed and reorganized routinely. There is little control over the pace of work as it is dictated by the demands of the organization. There is a need to adapt to changes in direction and decisions taken by senior staff. High-pressure conditions occur intermittently.

In remote and hotelling work, there is a requirement to manage one's time, long silences and lack of colleagues with whom to discuss ideas. The technology used in these environments allows for constant and direct interruptions from clients with no need to book appointments or spaces to meet. In this instance, there is a lack of control over one's schedule as well as whom has immediate access to it.

There is exposure to complaints and criticism from frustrated clients and senior staff as it pertains to proposed recommendations and the management of administrative services, as well as from subordinate staff in regards to assigned work.