

**FOI # 364:**

364	"A record listing any and all secondments or other similar employment arrangements from other parts of government to the Office of the Premier including the total number of secondments, the name of any and all persons seconded, their job title and original ministry, a description of the work the individuals have been seconded to perform and their salary (or salary band and step). The time frame is September 21, 2013 to July 31, 2014	20-Aug	Political Party
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Intergovernmental Relations Secretariat:

Total number of secondments: 2

Name of person seconded: Grant H. Smith

Job title: Acting Executive Director, Federalism and Canadian Intergovernmental Policy

Original ministry: Ministry of Finance

Description of the work the individuals have been seconded to perform: provide analysis of intergovernmental issues/ priorities involving the province and other governments; advise ministries on their federal-provincial negotiations.

Salary: \$87,027.64

Name of person seconded: Anne-Marie Sutherland

Job title: Acting Francophone Affairs Program Coordinator

Original ministry: Ministry of Aboriginal Relations and Reconciliation

Description of the work the individual has been seconded to perform: support the implementation and management of the Canada-British Columbia Official Languages Agreement on French-Language Services and the Québec-British Columbia Agreement on the Francophonie; consult with and assist British Columbia ministries, agencies, and municipalities to increase their capacity to provide services in French to the B.C. Francophone community.

Salary: \$ 51,879.52

OFFICE OF THE PREMIER, CABINET OPERATIONS

RESPONSE TO FOI REQUEST: OOP-2014-00364

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**Total # of TA's/Secondments = 1**

**Seconded Name:**

Pam Shatzko

**Job Title and Originating Ministry:**

Senior Manager, Innovation and Climate Adaptation, Innovation and Adaptation Services Branch,  
Ministry of Agriculture

**Description of Work Seconded to Perform:**

See attached job description

**Salary:**

\$84,559.99 base pay/annum

<b>TITLE:</b>	<b>DIRECTOR, CABINET OPERATIONS</b>	<b>CLASSIFICATION:</b> BUSINESS LEADERSHIP
<b>MINISTRY:</b>	<b>OFFICE OF THE PREMIER</b>	<b>WORK UNIT:</b> CABINET OPERATIONS
<b>SUPERVISOR TITLE:</b>	<b>EXECUTIVE DIRECTOR, CABINET OPERATIONS</b>	<b>SUPERVISOR POSITION:</b> #99604, #90791, #100150

## CONTEXT

Cabinet Operations provides management support and advice to ensure Cabinet and its Committees function effectively and efficiently to deliver government's strategic plan. Cabinet Operations maintains accurate and secure records of Cabinet and its Committees and ensures Cabinet confidences are protected.

The overall objective of Cabinet Operations is to ensure that high quality advice and information is presented to Cabinet Committees, including a full range of options and analysis to support the decision-making process; and to ensure that decisions are consistent with the overall policy, fiscal, legislative and strategic priorities of government.

The Director liaises between Ministries and Cabinet Operations to ensure transmission of critical information on a timely basis.

The Director is responsible for managing the government's legislative, natural resource, economic and social policy agendas by providing strategic advice to Ministries, Cabinet Committee Chairs, the Deputy Cabinet Secretary and the Cabinet Secretary on items requiring endorsement by Cabinet Committees and Cabinet.

The Director is also responsible for conducting policy research, developing advice and providing support to ensure continuity of government operations during transition.

## JOB OVERVIEW

### PURPOSE OF POSITION

The Director position reports to an Executive Director.

The Director provides strategic advice to numerous Ministries and the Chairs and Secretaries to Cabinet Committees. The Director does this by providing strategic advice on corporate priorities, liaison between Cabinet Committee Secretaries and the Premier's Office; follow-up on Committee direction, research, quality assurance, and coordination with other initiatives, Committees and processes; effective Committee planning and management.

The Director works with several Committees and working groups, related Deputy Ministers' Committees, and is responsible for coordinating and reviewing submissions to the Committees and advising Ministries on the substance, format and timing of submissions. The Director works within constant and critical deadlines in ensuring that materials and agendas are appropriately prepared and distributed prior to Committee and Cabinet meetings, and minutes are prepared and reported out. The Director functions with a high degree of independence and initiative, and must be able to respond on very short notice to requests, constantly handling material of a highly confidential and sensitive nature. The Director must have a broad knowledge of

individual Ministries and their functions and a clear understanding of the decision-making process within government.

The Director also provides a suite of executive services in support of Cabinet and Cabinet Committees and effectively coordinates and facilitates the operational requirements of the Cabinet and its Committees and administrative duties and responsibilities that Cabinet Operations is responsible for, such as: Orders in Council, Conflicts of Interest, Freedom of Information, and record and document management. The Director works to ensure the highest level of service standards, document quality control, material coordination, facilitation and operations of meetings and ensures the highest security standards in government are provided to all Cabinet and Committee materials.

Decisions and recommendations of the Director have a high impact on the timing and delivery of public sector initiatives and decisions. The Director is expected to provide recommendations to Ministries in support of efficient and effective decision-making by Cabinet and its Committees. This includes advising on the content and timing of the consideration of submissions, managing Committee agendas, selecting or designing the most appropriate process for consideration of an issue or submission, and ensuring effective communication of decisions. The Director anticipates and identifies issues and works towards resolution of issues before they are presented to a Committee or to Cabinet. This involves contact, consultation and coordination at many levels within the Ministries, from administrative support through to the Minister's Office.

The Director is responsible for review, analysis and recommendations of legislative proposals to ensure that policy issues are identified, legislative and non-legislative options are investigated and adequate analysis has been done to support informed decision-making. The progress of legislative items must be accurately tracked, together with the policy issues associated with each, from inception to introduction in the Legislature, keeping the Deputy Cabinet Secretary and Director of Legislation apprised of issues as they arise.

#### **NATURE OF WORK AND POSITION LINKS**

The Director works in a dynamic environment on challenging and confidential issues, which are strategic in nature and wide in scope and where change is constant and requires rapid, sound responses.

Decision-making affects Cabinet, Cabinet Committees, Ministries and multiple government agencies with complex, dynamic and often ambiguous parameters and requires establishing and maintaining effective liaison and working relationships with a variety of individuals and agencies with competing priorities.

The Director establishes lines of communication with senior government officials and provides advice and assistance on processes and procedures regarding decisions and/or direction from Cabinet and its Committees. This includes providing advice and information to line agencies; cross-Ministry analysis of Committee timeframes; collection and review of decision-making submissions; dissemination of meeting materials; preparation of minutes and distribution and communication of Committee decisions.

This position provides advice to Deputy Ministers and/or other Ministry officials, and must therefore have an overarching understanding of individual Ministries, their functions and government's decision-making process.

The Director provides a wide range of administrative and operational support. This includes acting as a contact for senior government officials on a wide variety of sensitive and complex issues, scheduling meetings and ensuring meeting materials are complete and delivered on time, as well as organizing multiple files and tracking their respective timelines and deadlines.

This position ensures that a professional working relationship exists with line Ministries' executives, Treasury Board staff, the Office of the Comptroller General and other agencies including Legislative Counsel, the Crown Agencies Resource Office, Intergovernmental Relations Secretariat, and Government Communications and Public Engagement.

## ACCOUNTABILITIES

- Briefs the various Chairs and/or Secretaries to Cabinet Committees and provides strategic advice on items coming forward to the Committee and to Cabinet;
- Advises relevant Ministries and central government agencies (including Treasury Board staff, the Office of the Comptroller General and other agencies including Legislative Counsel, the Crown Agencies Resource Office, Intergovernmental Relations Secretariat, and Government Communications and Public Engagement) on the outcomes, direction and anticipated activities of the Cabinet Committee;
- Coordinates collation of material and Committee agendas with Ministries, central government agencies and Premier's Office to ensure most efficient scheduling and maximum utilization of Committee time;
- Identifies and facilitates decisions made appropriately outside of the Committee process;
- As Cabinet Committee Secretary, oversees and is responsible for the effective management of meeting logistics including notices, invitations, attendance records, travel, facility, equipment and catering arrangements;
- Develops and maintains a long-term agenda and schedules agenda items and materials to ensure timely and efficient routing through the decision-making process with consideration to other Committees and decision-making bodies and in coordination with other central government agencies;
- Reviews material to ensure appropriate approvals, completeness, quality decision-making documents; liaison with ministries, Ministers' Offices and central government agencies to confirm content readiness and corporate comprehensiveness;
- Accountable for material meeting the highest standard for Cabinet and Cabinet Committee review and accountable that material is complete and has been revised to accurately reflect comments and recommendations;
- Provides seamless support to Cabinet Committee Secretaries by preparing ministry staff for their presentation to Cabinet or a Committee to ensure they provide organized and effective materials; working with Committee members on behalf of the Chair to resolve outstanding issues;
- Advises Committee guests and presenters of appropriate conduct and format for materials;
- Briefs Committee Secretaries and the Deputy Cabinet Secretary on relevant issues, prepare independent briefing materials on items scheduled for the consideration of Cabinet and Cabinet Committees, and ensure that policy issues and initiatives are considered by Cabinet Committees in an effective and appropriate manner;
- Identifies the need for and ensures arrangements for special meetings of Committees;
- Ensures Cabinet confidentiality through secure distribution and collection of materials; obtaining Oaths from MLAs who are not Cabinet members and obtains Undertakings of Confidentiality from guests;
- Ensures statutory obligations of Cabinet Committee Secretary are met, respecting Conflict of Interest forms;
- Maintains secure, comprehensive and accurate records of Committee deliberations and decisions;
- Reports decisions and direction of Committees to affected Ministries, agencies and Secretaries of other Committees;
- Ensures any necessary actions including revisions to materials are made as directed by Committees in a timely fashion before items are advanced in decision-making process;

- Follows up on assignments to and by Committees, and Cabinet Secretary's instructions to ensure completed on schedule;
- Monitors response to Committee direction to ensure items remain on schedule and provide assistance and use strategies to put items back on track;
- Promptly apprises Committee Secretaries when deadlines are in jeopardy and provide advice on contingency routing;
- Develops a Cabinet Committee work plan for the Cabinet Secretary's and Chair's approval which is consistent with and delivers the corporate work plan and is coordinated with the work plan of other Committees;
- Promotes continuous improvement to ensure decision-making efficiency and value by developing innovations to systems, processes and technologies to enhance quality, maximize outputs and improve outcomes;
- Attends Cabinet and/or Committee meetings as requested to ensure continuity and coordinated report-out and follow-up by responsible agencies and individuals (including Ministries, central government agencies and Ministers);
- Acts for Executive Director and represents Cabinet Operations as required;
- Regularly provides advice and conducts orientation sessions on Cabinet Committee requirements including the decision-making process, submission format and substance, and Cabinet protocol and etiquette;
- Ensures secure management, storage and retrieval of Cabinet and Cabinet Committee records in accordance with parliamentary procedures, the Document Disposal Act and the Freedom of Information and Protection of Privacy Act;
- Functions with a high degree of independence and initiative and displays necessary diplomacy and discretion becoming of Premier's Office staff;
- Provides timely advice to the Deputy Cabinet Secretary regarding initiatives and submissions moving forward through the Committee process, identifies potential problem areas and resolves conflicts in a judicious manner;
- Participates in developing and implementing new and strategic business processes, and ongoing initiatives to improve operations and plan business continuity;
- Helps update and maintain filing systems according to Ministry and government guidelines, including the overseeing of archiving, tracking, and retrieval of closed files;
- Serves as technical lead for core Cabinet Operations functions with respect to Conflicts of Interest, Orders in Council and Freedom of Information.

## **JOB REQUIREMENTS**

### **Education and Experience:**

- A university degree in public administration, social science, sciences, law or a closely related discipline with emphasis on research, critical analysis and synthesis of extensive information; or an equivalent combination of education and experience.
- A minimum of five years' experience in policy analysis and/or development, and/or analysing complex issues.
- Extensive experience in a demanding, results-oriented environment at a senior management level.
- Experience managing senior level, multi-sector Committees, Boards or stakeholders.
- Experience managing and supporting professional staff including their training and development, maintaining effective employee relations in a flat organization, and fostering a positive work environment.

- Experience working within tight time constraints to meet deadlines with high quality work.
- Experience in making presentations on complex issues to senior officials and members of Cabinet and in providing strategic advice to senior level executives.

#### **Knowledge:**

- Comprehensive knowledge of the mandate, structure and legislated responsibilities of government ministries, and the role of the Premier's Office.
- Knowledge of economic and social policy issues and an ability to identify and prioritize emerging trends, including implications for strategic provincial objectives and finances.
- In-depth understanding of the components of the government structure and reporting entities.
- In-depth understanding of the government's decision-making processes and legislative cycle.
- A demonstrable knowledge of the legislative approval process and the Cabinet Committee system.
- In-depth knowledge of government structure, programs, cost drivers, and decision making process.
- A working knowledge of the resource allocation process across government.

#### **Skills and Abilities:**

- Excellent policy research and inquiry skills, including the ability to review and critically analyze complex policy issues/documents.
- Ability to identify and analyze ramifications of proposed options and responses.
- Ability to restate complex ideas into plain language, to accurately present information, and to facilitate constructive discussion and group sessions.
- Strong conceptual skills and ability to understand new and complex issues quickly.
- Strong verbal and written communications skills.
- Ability to collaborate and coach.
- Conflict management skills including resolution, negotiation, and consensus building.
- Ability to lead without authority.
- Willingness to challenge tradition and convention, and initiate/lead change.
- Ability to provide leadership and direction contributing to the success of the organization and its strategic priorities by positively influencing people and events; encouraging innovation and creativity; and thinking strategically.
- Strong leadership skills and change management abilities.
- Ability to delegate work and monitor progress.
- Monitor, manage and make progress on priorities which evolve and change frequently.
- Ability to work within tight deadlines, adapt to direction changes, and manage competing issues with professionalism.
- A self-initiator who can manage a demanding workload and set priorities.
- Self-motivated and self-directed but seeks and considers the input of others.
- Ability to work effectively with a wide range of people in a changing work environment.
- Demonstrated ability to oversee concurrent projects, keeping staff, management and executive teams and clients informed of progress and significant issues.
- A good ability to establish and evaluate corporate priorities and sense of timeliness, and work productively in a team-based organization.
- A strong team player comfortable supporting others and assisting colleagues with their assignments to achieve their goals especially during times of heavy workload.

- Good ability to continuously reprioritize tasks under pressure.
- Good ability to solve problems and make sound recommendations.
- Excellent organizational skills and attention to detail.
- Ability to maintain confidentiality, tact, diplomacy, judgement and discretion of the highest standard.
- Ability to operate in a flat organization and be self-reliant with respect to your needs for administrative support.
- Strong skills with conventional office software and ability to learn and contribute to the development of new systems of information management and reporting.

## **BEHAVIOURAL COMPETENCIES**

### **Social Awareness:**

- Service orientation - implies a desire to identify and serve customers/clients, who may include colleagues, partners (e.g. non-governmental organizations), co-workers, peers, branches, ministries/agencies and other government organizations. It means focusing one's efforts on discovering and meeting the needs of the customer/client.
- Teamwork and Co-operation - the ability to work co-operatively with diverse teams, work groups, and senior officials across ministries and government to achieve group and organizational goals.

### **Client Focus and Social Context:**

- Behavioural Flexibility/Visioning - involves adjusting personal behaviour to the demands of a dynamic, changing work environment in order to remain productive through periods of transition, ambiguity or uncertainty. It requires the ability to respond quickly to emerging opportunities and risks combined with the ability to work effectively with a broad range of people, organizations, situations, and often highly sensitive issues. It also requires the ability to understand the perspective and needs of the client.

### **Analytical Thinking:**

- Ability to develop and implement appropriate research strategies to assemble relevant information from a variety of sources.
- Ability to reference and apply a variety of policies and procedures to determine an appropriate course of action.
- Ability to research, gather and verify relevant information from a variety of sources to identify options and appropriate courses of action in order to support effective and timely decisions.
- Ability to review, analyze and evaluate the effectiveness of work systems and processes, identify problems and develop recommended course of action.

### **Planning, Organizing, Coordinating:**

- Ability to manage a diverse workload effectively, efficiently and independently, achieving results within acceptable timeframes and taking into consideration changing priorities while sharing information as appropriate with colleagues and supervisor.



### **Results Orientation:**

- Demonstrated personal commitment to surpass standards of excellence based on either past performance (striving for improvement); objective measures (achievement orientation) or improving or surpassing what has already been done (continuous improvement).

### **Teamwork and Relationship Building**

- Develops and manages credible and trusting relationships with colleagues and ministry contacts.
- Operates as a credible advisor to Deputy Ministers and staff.
- Able to quickly adapt to changing work environments.
- Fosters teamwork and cooperation within peer group.
- Able to confront disagreement and conflict, and seek options to resolve them in a professional manner.
- Able to influence colleagues and executive with sound, viable arguments.
- Ability to influence and persuade others whom you do not supervise to take a particular course of action.

### **Innovation**

- Demonstrated efforts to improve performance by doing or promoting new things, such as new solutions or procedures to assist the business area or organization.
- Questions and challenges the adequacy and quality of traditional thinking (i.e., “the way things have always been done”) by engaging in active and responsible dialogue.
- Proactively shares information and resources across areas to better leverage the capabilities of the organization/government.