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MANAGEMENT JOB DESCRIPTION Management Job Evaluation Plan

Working Title Manager, Marketing & Public Information Services		Name	
Position Number	Reports to Position No., Class & Level Director	Division, Branch/Unit Parks Division, Visitor Services Branch	Ministry Tourism, Parks and Recreation
Present Class Senior Manager II	Requested Class	Levels to Deputy Minister (Not including incumbent level) 2	
Dept ID	Program Code	Project Code (if applicable)	

POSITION SUMMARY: Briefly describe the main purpose of the position, and why it exists for the most part (See PP Slides 28-32).

Under the direction of the Director of the Visitor Services Branch, the Manager of Marketing & Public Information Services operates with a high degree of independence, innovation and creativity in leading development and implementation of a comprehensive province wide marketing* and public information** services that contribute to:

- Achieving the vision, goals and objectives of the Parks program (i.e. *the Plan For Parks*) and,
- Contribute to achieving the Ministry goals and directions set in business plans of:
 - Promoting Alberta as an attractive tourism destination and increasing tourist visitation and expenditures;
 - Facilitating the development of tourism products and the tourism industry for Alberta's fourth largest economic sector;
 - Managing, preserving and promoting a network of the province's natural, historical and cultural provincial parks and protected areas that represents the resources diversity of the province's natural heritage.

This role harnesses extensive expertise and experience in developing related strategies, policies, guidelines, standards and procedures that set the foundation for or directly result in delivery of effective, efficient and consistent services to the public. This position plans, develops, directs and/or facilitates the execution of a broad range of personal (i.e. handling public inquiries in person) and non-personal products (i.e. web, brochures) and services within corporate communications, legal, financial and human resource framework(s), policies, guidelines, procedures and legislation. In doing so, this position provides leadership, influencing staff and stakeholders in decision making which enable actions that achieve goals and objectives. In this regard, the Manager solicits, negotiates, cultivates and maintains key relationships internally and externally i.e. corporate relations involving diverse yet aligned, like-minded organizations (operating from local to international levels) to leverage resources and raise profile of the Parks program, the Ministry and GOA. This position directly supervises, hires and trains or facilitates training / coaches / mentors work unit staff, consultants and third parties to work in or with the work unit, provides direction, guidance, and advice to professional field staff, specialists on Marketing, Strategic Communications and Public Information issues.

* Marketing (definition, courtesy of The American Marketing Association): The organizational function and set of processes for creating, communicating and delivering value to Customers (in the Public Sector context, Customers are the Public) and for managing customer relationships in ways that benefit the organization and its stakeholders.

** Public Information: Information pertaining to rules, regulations, operations (i.e. hours of operation, fees), programs and services provided by the Parks Program to the public and stakeholders, i.e. industry.

SPECIFIC ACCOUNTABILITIES: List the most important end results or outcomes (not duties) of the position and how they are achieved. Each end result shows what the position is accountable for, within what framework and what the added value is. Normally a position has 4-6 core end results. For each end result approximately 4-6 major activities should be described (See PP Slides 20-27).

- **Marketing & Communications expertise**
Harnesses recognized expert knowledge and extensive experience in the fields of marketing, strategic communications and related areas in the development and implementation of provincial strategies to achieve goals. As a result, this position provides advice, input and/or support to Executive Management and other professional staff in the organization, key constituents (i.e. Travel Alberta), and others on matters directly and indirectly related to area of expertise, which may directly or indirectly impact the program through initiatives. Such projects span across levels in the Parks Program, the Ministry and Intergovernmental initiatives (i.e. Wildlife Communications, Education and Outreach with SRD), cross-government projects (i.e. Exhibits with Parks Canada) and industry programs (i.e. Travel Alberta / Tourism). The Manager interprets and relates program direction, coordinates strategy development and

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implementation local to international in scope with key stakeholders (i.e. Travel Alberta staff), provincial specialists, Area managers, Visitor Services Team Leaders, and Park Visitor Services Specialists responsible for marketing and public information when necessary to secure / optimize resources, ensure consistency in services, messages and so on. This position applies expert knowledge in structuring new ways of doing business and leads / influences internal / external stakeholders to ensure success (i.e. introduces / familiarizes / orients / teaches colleagues on new processes, approaches, techniques such as corporate relations - sponsorship, sales, Social Marketing, image / identity).

▪ **Strategic Direction, Planning, Development & Implementation**

Spearheads, facilitates and/or supports development and implementation of approved strategic marketing and communication strategies and other plans that bring the Parks program to life, engaging public and stakeholders to secure support and achieve goals indicated. Guides / directs professionals working in or on behalf of the unit/ Branch / Division / Ministry, professional field staff, consultants, volunteers, or other agencies on related activities as required. Develops, directs, project manages, tracks major new initiatives or ongoing programs, from conception to production and public release / implementation, reporting results to staff and stakeholders (i.e. HPRMC). Work may include devising and incorporating revenue generation / cost recovery programs. Conducts quality assurance by developing and setting up evaluation methodologies and systems, monitoring and evaluating products and services to meet or exceed quality standards (i.e. Communications Planning Process). In this regard, also oversees staff, stakeholders or consulting contractors for related services like Needs Assessments, Market Studies, Audits, and public surveys to provide information to management and others to make decisions and take actions that achieve goals. Facilitates decision making through consensus building; represents the work unit, at times the Branch, Program, Ministry / GOA, with key internal and external stakeholders on initiatives ranging in complexity and scope, to achieve priorities. This role also works with management information systems, records and files, personal (i.e. special events, trade shows, and information center operations) and non-personal services (i.e. advertising, publications, PowerPoint presentations, web sites, videos, etc.). This Accountability includes, but is not limited to:

- **Provincial Marketing & Communications Strategy:** Leads development and execution of a three-year Provincial Marketing Strategy as per OPAR, to build support for the Parks program (i.e. the *Plan for Parks*), reinforce and/or complement framework in related areas (i.e. the *Provincial Tourism Marketing Plan*), while optimizing resources, etc. Related responsibilities include directing / leading related implementation activities, i.e. high-profile promotions (i.e. Parks 75th Anniversary), key priority initiatives (i.e. Wildlife Communications with SRD) involving all media, oversees maintenance and evaluation of Divisional products and services to achieve measurable results. Conducts research studies, reports, planning and related exercises such as assessing proposals and/or trail blazing development of new, innovative initiatives (i.e. Bateman project) which may include constructing business cases, crafting provincial messages, scripts, ad copy, storyline development, and related creative development work. Secures and optimizes resources to deliver products and services in an effective and efficient manner through creative approaches to partnerships and so on. Participates in exercises with other senior professionals in the Branch to integrate marketing strategy with other areas to leverage investments / harness synergies, develop innovative products, programs or services for the public (i.e. Learning and Outreach Services programs such as learning enrichment tours).

▪ **Policy and Directive framework**

Develops, interprets and applies divisional policies, standards, templates, policies, guidelines, directives and procedures directly or indirectly related to the work area, which are in the context of, operate, complement or reinforce other broad framework and legislation (i.e. the *Provincial Tourism Marketing Plan*, the *Plan For Parks* and the ministry Business Plans), and support and/or contribute to:

- Achievement of goals and objectives;
- Ensure delivery effective and efficient services for Albertans and other visitors to provincial Parks that are consistent with Communications policies set by the Public Affairs Bureau, federal & provincial legislation and policy in the legal, financial, human resources areas in GOA, etc.;

Provides advice / recommendations to Executive and/or Area Management teams; directs, guides or advises staff on province-wide interpretation and implementation of approved policies, directives, procedures, agreements, standards and related outcomes (i.e. standards, templates, guidelines for the Parks program image and identity, guidelines / policies in new / emerging frontiers such as Social Media, loyalty programs, advertising sales, etc.). Investigates sensitive matters, issues and complaints and:

- Provides recommendations or develops new policies, directives, standards, agreements, or procedures to respond to changing political environment, broad contemporary trends, and/or market needs, i.e. pricing, sponsorship, service quality / standards;
- Develops Ministerial, ADM or Director briefing notes, background material and other correspondence needed.

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▪ **Cross Ministry, intergovernmental and other Strategic Partnerships**

Negotiates, cultivates / maintains, leads, project manages partnerships ranging in type and complexity, involving diverse, commercial and inter-related activities that may include corporate sponsorships, retail sales, merchandising, product development, promotions, advertising, and so on (i.e. Bateman Project). Represents the Director / Parks Division on area related task groups, cross-ministry, and inter-governmental initiatives. Other related activities may also include, but are not limited to, assessing, developing, soliciting and managing viable partnership ventures that leverage investments that may include multiple, aligned, strategic partnering organizations that have similar goals and markets, both internally (i.e. Travel Alberta, Tourism, Historic Sites, SRD), and externally (i.e. Parks Canada). Projects have included private sector partners i.e. retailer Canadian Tire, AMA, NGO Alberta Conservation Association, as well as media partners, i.e. Rogers Communications, CanWest Global Media, Corus Entertainment.

Advises, develops and/or facilitates development fund raising applications, proposals, terms of references, agreements and other documentation as required for complex high-profile projects, partnerships, joint initiatives, involving contracted services. Reviews projects and provides advice at various levels (strategy to tactics) and areas, guiding other professionals in the network or third party contractors i.e. VIC film development & sponsorship project. This work may also include, but is not limited to, research, networking at select events with key constituents, prepares materials, develops / delivering presentations and related follow-up, hosts events, etc. i.e. Sponsor Luncheons, FAM tours, to motivate stakeholder commitment and secure buy-in, participation and resources for key initiatives.

▪ **Work Unit Planning, Development and Management**

Hires, trains / coaches / mentors, supervises, and recognizes the work unit staff, volunteers including internships and contractors, to develop their long term capabilities while expanding capacity of the organization. In this regard, operates in the context of the Collective Bargaining agreement, HR policies and procedures in managing staff performance, develops plans that set targets to achieve goals and objectives, monitors / tracks and evaluates activities to deliver strong results. Leads/champions/ fosters learning to develop and retain staff, delivers or facilitates training, orientation sessions, etc.; recognizes staff and peers to engage, motivate, to build enthusiasm and commitment.

Conducts needs assessments, evaluates organization needs / demands on the work unit to respond to changing priorities, optimizes resources by adjusting roles, responsibilities, processes and/or procedures working with staff and stakeholders to ensure goals are achieved efficiently and effectively in a timely manner. In doing so, builds a positive, harmonious work environment that has fosters trust, performance and retention through open communication. Harnesses corrective feedback and other techniques to resolve conflicts; works through difficult situations with positive attitude and objectivity to bring harmony, and build a stronger team.

▪ **Financial Management**

Acts as Expenditure Officer for the Divisional Marketing and Public Information and related budgets, contributes to set up (i.e. criterion), and management of the Communications Fund. Prepares budget forecasts that may include cost projections, pricing structures, discounting models as part of cost/benefit analysis for proposals, projects, etc.; works with colleagues and stakeholders to develop and implement revenue collection frameworks from internal and external point(s) of sale, establishes financial accounts for multiple revenue streams as needed i.e. partnerships. Formulates distribution structures, processes and procedures; monitors and tracks approved expenditures to comply with GOA and federal legislation, policies, procedures. Participates, conducts audits that may include reconciliation, etc. which form Best Practices on new / emerging frontiers for revenue generating initiatives, i.e. Bateman Project. Develops and implements fund raising contracts / agreements, cost recovery / revenue generating strategies emanating from the Marketing and Public Information unit, other Branch, Divisional and/or cross-ministry programs, develops subsequent directives, policies, staff guidelines and procedures to ensure effective development and implementation.

- Serve as Acting Branch Director, upon request.

KNOWLEDGE/EXPERIENCE: Include a list of the most important knowledge factors, including knowledge about practical procedures, specialized techniques etc. not only diplomas and degrees. Detail specific training if there is an occupational certification/registration requirement for the position. Specify the type of experience required for the position (See PP Slides 33-37).

Specific education, knowledge and experience required:

A University degree in related area, i.e. Commerce, Business Administration, majoring in Marketing Management, or Communications, with 6 years progressively responsible positions in tourism attractions marketing experience designing and delivering promotions and campaigns involving advertising, media relations and so on. Experience includes strong leadership ability that includes supervision, guiding / influencing multi-disciplinary professional teams and Management decision-making to achieve goals, and a proven track record of innovation. Masters degree an asset, with an equivalent 4 years of related experience as indicated.

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Experience

When fulfilling required responsibilities, the Manager applies various techniques to resolve complex issues that can involve multiple stakeholders. Demonstrates keen critical thinking, draws upon extensive knowledge and experience applying various research methods and analytical approaches for producing sound information required for decision making; processes / synthesizes information to formulate alternatives for action plans. Harnesses project management skills and abilities, and personal networks in taking actions that produce strong results. This position must be very familiar with web, print and multi-media production and related technologies.

Knowledge

- Expert Knowledge of Marketing Management, including Marketing and Communications theory, models, and practices, with demonstrated ability to apply them along with formal education and experience in creative problem solving, operational, management or strategic planning assignments;
- An understanding of stakeholder groups and client's marketing needs, roles and responsibilities, as well as the parks network, including *Plan For Parks*, Ministry Business Plan, including goals and directions pertinent to unit, key stakeholder commitments i.e. SRD MOU;
- Detailed knowledge and understanding of Government of Alberta Communications policies, including the Alberta brand image and visual identity standards and guidelines;
- Detailed knowledge and understanding of department and Public Affairs Bureau policies, procedures and legislation related to public communications / PR; ent
- Knowledge of government human resource management, financial management standards, contract management practices and corresponding legislation, and policies, etc.
- Good understanding of provincial government structure and functions (Organizational Behaviour, political sensitivity);
- Advanced knowledge of the tourism marketing industry framework in the province and generally across Canada;
- An understanding of trends, the political environment, socio-demographic, macro and micro economic situation for strategy development responsive to public needs, government / stakeholder priorities

Skills & Abilities required:

- Strong leadership, including supervisory skills, risk management, team building ability that includes consensus building, negotiation and facilitation; demonstrated ability to lead and manage change, to build and maintain positive relationships with a broad range of internal and external stakeholders (across levels); driven, results-oriented, operates as an Ambassador for the Work Unit, Branch and Parks program with internal and external stakeholders;
- Excellent public relations and communications skills, including written and interpersonal / verbal skills, i.e. presentation, public speaking, with proven ability to position ideas / messages, ability to influence / persuade others;
- Demonstrated strategic, conceptual skills, a problem solver, applies critical and analytical thinking;
- Strong project management, including resource allocation / decision-making process
- Ability to work with the media and other related professionals, i.e. writers, creative professionals in media production
- Strong editing abilities - keen eye for detail coupled with a broad perspective;
- Good working knowledge of Microsoft Office and database software (i.e. Microsoft Excel or Access).

LEADERSHIP AND BUSINESS KNOW-HOW: Specify the level of coordination, organization and leadership required to produce the results expected of the position. Provide recent examples (See PP Slides 38-40).

Through extensive expertise, experience and ability, this position provides province wide leadership with a high degree of credibility, both internally and externally, that is required to influence / mobilize effort of key staff, constituents including external partners, to achieve success initiating new policies, guidelines, programs / projects, and processes that operate within diverse, complex constraints (i.e. compliance with legislation, etc.). In this regard, the Manager at times is a 'change agent' trail blazing new initiatives, meeting priorities by fostering collaboration through inspiration, cultivating positive working relationships / teams through open communication when working with other professionals, experts and specialists inside and outside the organization. A high level of leadership and know how is required that includes vision, commitment, influence / coaching / mentoring, strategic planning and project management skills, resource management together with familiarity in specialized, functionally related knowledge. The Manager applies these abilities to direct work unit staff activities, set priorities, monitor / evaluate performance to deliver key products / services that generate results required. Leads professionals in the field and across the Division, stakeholders and others to achieve goals. This position must be comfortable operating in high risk environments, i.e. leading high profile marketing & communications projects (i.e. Parks 75th Anniversary), other program initiatives involving strategic / key partners (i.e. PAB / Communications, Travel Alberta, aligned private sector firms, NGOs). Quality of approach / solution, operating environment, are among other risk factors.

PROBLEM SOLVING: Describe difficult or challenging situations the position is typically expected to solve and the assistance available (See PP Slides 41-43).

The Manager spearheads and designs projects that are sometimes high profile and over multiple years. Some products / services / techniques are specialized, sophisticated and are new to Park Agencies where no precedents exist, and have broad impact on multiple stakeholders with diverging interests, which can span across the network, Ministries, governments and beyond to national and international levels (i.e. web) and organizations (i.e. Sponsorship). Consequently this position applies expert understanding of diverse theories, models, and concepts together with extensive experience to identify opportunities, envision / conceive / recommend future directions, applying acumen and critical thinking in combination with creative problem-solving to assess risk / return, cost / benefit, conduct environmental analysis to develop viable, innovative, sometimes unconventional strategies (involving creative approaches to securing resources for long term initiatives), and implement win-win solutions in collaboration with stakeholders that achieve results required.

In carrying out the above, the Manager conducts or contracts consultation for needs assessments, research, SWOT evaluations and other analytics to management and others about variables and dynamics as necessary for informed decision making and actions (i.e. interdependencies, stakeholders/ business partner(s), political / organizational, environment(s) and corresponding relationships, etc.). Armed with a comprehensive set of information, the Manager identifies needs, sets directions for staff, recommends and/or takes action(s) required. When challenges arise the Manager turns crisis or conflict into opportunity where possible, approaching difficult situations constructively, taking a positive attitude to learn and improve in handling problems ranging in type and complexity, including resolving conflict with staff, multiple stakeholders amid various constraints and dynamics (i.e. Walmart). In these situations, the Manager applies knowledge with sensitivity and savvy through experience, acquired techniques and methods to achieve positive outcomes (i.e. staff issues in the work unit). This position monitors and evaluates products and services, designs, implements, and shares with colleagues evaluation tools / systems needed for quality assurance required, while fostering esprit de corps, team building, growth and development of others in optimizing resources and ensuring effective and efficient delivery of services. Initiates studies, reviews results to determine impacts, recommend changes or development of new products, services, policies or procedures. Takes market-oriented approach where required (i.e. partnerships), with stakeholders and partners on ventures that are often unique to the circumstances present. As part of the senior team in the Branch, the Manager leads or participates in strategic exercises that integrate goals, messages and products and services between all the programs managed by the Director, interpretation, education and marketing.

RELATIONSHIPS/CONTACTS: Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken) (See PP Slides 44-46).

Clients	Frequency	Nature and Purpose of Contact
Internal DM	Ranges from quarterly to Annually	Advice / recommendations; investigates sensitive / complex matters, prepares briefing notes, takes actions in response as necessary
ADM	Ranges from weekly to monthly	Advice / recommendations; investigates sensitive / complex matters, prepares briefing notes, takes actions in response as necessary
Other Branch Directors	Ranges from Weekly to Bi-monthly	Consults, updates, secures buy-in on key initiatives, processes and policies;
Visitor Services Branch Director	Ranges from daily to Weekly	Provide recommendations / solutions to meet ongoing business needs and achieve goals efficiently and effectively; in so doing, secure ongoing direction, input and insights, assessments / analysis for strategies, approvals, collaborate /seek advice on problem-solving / navigating challenges, guidance on integrating solutions with other activities in Branch, Division, Ministry, as well as external stakeholders (i.e. corporate relations).
Communications Division Public Affairs Bureau	Ranges from daily to monthly	Integrate marketing and communications efforts with the department and lead development of strategic communications plans. Represents the Division with counterparts in ministry on related issues, i.e. advertising, development and maintenance of the department web site, etc.

RELATIONSHIPS/CONTACTS: Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken) (See PP Slides 44-46).

Clients	Frequency	Nature and Purpose of Contact
<p>Strategic, aligned internal stakeholders within the Ministry: Tourism, Travel Alberta that include Travel Alberta, Tourism Division, including Visitor Information Centers and the 1-800 Call Center staff, includes VIC's in Alberta, Northwestern US and western Canada;</p> <p>Other Ministries: Sustainable Resources Development (SRD)</p>	Ranges from several times per week to quarterly	Build positive relationships and partnerships that promote parks in provincial tourism marketing efforts, assists with the collection or analysis of provincial tourism marketing intelligence, communicates management messages and other public information of vital importance to visitors and stakeholders about safety (i.e. wildlife communications), regulations and so on pertaining to Parks.
Other Divisions and Ministries i.e. Cultural Facilities and Historical Sites, ITMS, Corporate Human Resources, Recreation	Ranges from quarterly to semi-annually	Network with marketing professionals to integrate marketing, communications, information technology services and human resources management to optimise resources and effectiveness, resolve staff and other related issues in the work unit (i.e. conflict resolution, hiring, etc.), to operate in a manner consistent with GOA policies, procedures, practices and legislation.
Area managers and professional staff in HQ and the field	Ranges from daily to bi-weekly	Build positive relationships and cultivate a team approach. Provide direction or advise to assist with field marketing and communications. Develop standards, brands, and templates for common field products.
Other Branches in the Division	Ranges from daily to bi-weekly	Provide communications and marketing support for their efforts/initiatives.
Marketing & Public Information Unit staff	Daily	Analyzes demand for services and provides leadership in optimize use of existing resources, cultivates a team approach, fosters a positive working environment where staff are recognized for their accomplishments, and feel confident and competent. Ensures work unit staff are adequately trained to fulfil their responsibilities within existing constraints.
Albertans and tourists travelling in the province	Daily	Provides service excellent to the public to ensure they have sufficient information to plan safe, enjoyable visits to provincial parks and protected areas throughout the province. Help create a strong supportive constituency for the parks program.
External Marketing and other professional counterparts in Parks agencies across Canada (i.e. Ontario Parks, BC Parks, Parks Canada) and international jurisdictions (US National Parks Service).	Ranges from weekly to quarterly	Build positive relationships and partnerships that promote / leverage exposure of Alberta parks in provincial, national and international tourism marketing efforts or assist with the collection or analysis of provincial tourism marketing intelligence, i.e. Best Practices, professional networking (i.e. Bateman project, CRRS, Brand Image)
Provincial and national marketing consortiums and organizations like the Canadian Badlands, Banff-Lake Louise, Northwest Territories, the Canadian Tourism Commission	Ranges from bi-weekly to annually	Represent divisional interests and ensure that parks are well positioned within these marketing efforts and we optimise our investment returns.
Private sector businesses and corporations at local, national and international levels (i.e. WEM,	Depending on situation, may range from weekly to bi-	Negotiate marketing partnerships, coordinate purchasing of services and supplies, seek corporate investment in our marketing efforts that may include but not limited to

RELATIONSHIPS/CONTACTS: Identify internal and/or external clients, partners and stakeholders with whom your position has the most influence and indicate the frequency, purpose and nature of the contact (i.e. how they are affected by recommendations, decision-making and action(s) taken) (See PP Slides 44-46).

Clients	Frequency	Nature and Purpose of Contact
CanWest Media Group, CHUM media, Corus Entertainment, Canadian Tire, SC Johnson, Bushnell),	monthly and quarterly	leveraged media exposure, cross-selling / promotion / retailing, negotiate consignment sales of our products or theirs through us, etc.
NGOs (i.e. ACA, Ducks Unlimited), granting organizations (Lotteries), and Charitable Foundations	Depending on situation, may range from weekly to annually	Make successful applications, proposals and presentation for funding for parks initiatives to leverage our resources.
Graphic designers, Creative / Art Directors, Film / Media Producers, Studios, Printers, Photographers, Artists, Post production firms for film / video etc.	Depending on situation, may range from daily to quarterly	Negotiate production of visual communications, project manage professionals in the production of a variety of products, coordinate purchasing of services.

IMPACT AND MAGNITUDE OF JOB (SCOPE): Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples (See PP Slides 47-49).

- The Manager's responsibilities directly impacts Albertans and tourists, parks & protected areas visitors, interest groups and the general public by providing accurate, quality public information on Alberta's Parks and Protected Areas, emergency, safety, security, regulations and resource management information and special projects. This helps the public plan safe, enjoyable visits and supports private sector interests in park operations by helping them reach potential customers through our information services.
- Through overseeing development and implementation of the divisional marketing and communications strategy, including the image and identity of the Parks program, this position is extremely influential in achieving the Branch's primary goal to foster public awareness of, and support for, the parks network (i.e. Bateman Project).
- The Manager is the key liaison with the tourism industry, representing the Division, sometimes the Ministry / GOA with key stakeholders such as aligned NGOs (i.e. ACA), members of the business community operating in the province and beyond its borders (i.e. Canadian Tire, SC Johnson). This position is responsible for building positive relationships including viable partnerships, which strengthen the position of Alberta's parks network in provincial, national and international marketing efforts through other agencies like Tourism Division, Travel Alberta, Parks Canada, Canadian Parks Council, Canadian Tourism Commission, other Divisions particularly Public Affairs Bureau / Communications Division and Historic Resources Division / Cultural Facilities.
- This position augments both financial and manpower resources through creative partnerships with other organizations in private, public and non-profit sectors, this includes soliciting and negotiating deals and partnerships as well as initiating sales agreements and ventures with partners such as Mountain Equipment Coop, West Edmonton Mall, etc.
- The Manager supports the work of area, divisional and department staff, including the management team, parks facility operators and other parks partners by:
 - Contributing to decision-making related to public information services, and marketing and promotions.
 - Leading strategic planning exercises and investigating opportunities and developing proposals.
 - Providing advice and direct support to area communications staff and consultants as well as facility operators in development of their communications materials.
 - Auditing, monitoring and evaluating products and services, identifying needs and taking corrective action where necessary.
- The position supervises work unit staff, project manages all activities related to the provision of marketing, promotions and public information services and works independently with a host of professionals including writers, editors, photographers, media, mapping technicians, graphic designers, retail vendors, partnering organizations and companies to ensure successful completion of projects.
- Represents our division in the Department and is responsible for quality control of all the Parks Division web sites, which generates the highest web visitor traffic in government, and one of the highest in Alberta's tourism industry.
- The Manager directly supervises permanent and wage staff as well as consultants and volunteers and also directs a host of other staff in the division who are involved in provision of marketing or public information services.
- This position works independently on projects to design and organize individual projects, supervise the work unit, delegate tasks, set priorities and respond to changing requirements as well as initiates new projects.
- This Manager has extensive independent interactions with authority to negotiate agreements with a broad range of professionals from many different disciplines in public, private and non-profit sectors, working extensively with Area,

IMPACT AND MAGNITUDE OF JOB (SCOPE): Identify how the position directly affects results, and the extent to which stakeholders are affected by the outputs. Provide recent examples (See PP Slides 47-49).

Branch, Divisional, Department, other government departments, tourism industry executives, retail vendors and suppliers, consultants, Eco-tourism and Facility Operators.

CHANGES SINCE LAST REVIEW: What significant changes have occurred in your job, from the last review (See PP Slides 50-51).

Key achievements preceding the hiring of this position set the stage for significant progress that occurred in the Parks program since then, including developments in the Marketing and Public Information area. Growth from immigration and significant technological advances in the province also occurred during this time. As a result there is increased demand for more / new / higher quality products and services has driven changes in priorities across Parks program, which include improving services and standards which has affected work unit (i.e. Public Responsiveness strategy). Restructuring in the Branch and elsewhere in Parks has been done in response. The Manager monitors such developments, and in this case modified roles and responsibilities of Work unit and Branch staff in order to optimize resources and improve productivity. Completion of 4 new Centennial Legacy Visitor Centres and other facilities, launch of key initiatives (i.e. *Plan For Parks*, the CRRS), increases in staff across the Division, with more parks with dedicated to programming and personal services spurred new policies, strategic directions, and increased coordination / support for field delivery, and resulted in shifts in priorities reflected in the Marketing and Communications strategy as well as other activities of the work unit.

Significant provincial marketing programs such as Parks 75th Anniversary, corporate relations programs that involve innovative approaches and techniques to sponsorships, ad sales cross ministry initiatives, joint marketing projects involving aligned partners / stakeholders with divergent interests - both internal and external - has cumulatively broadened the scope, impact and influence of the work area and the position.

COMPARABLE POSITIONS: List comparable GoA benchmarks (See PP Slide 52).

Benchmark comparables SRD M420-17; Environment M420-33; Children's Service M420-30

ORGANIZATION CHART: A current organization chart that includes supervisor, peers and staff **MUST** be attached. Include whether employee is permanent, wage, temporary or contract and indicate position numbers (See PP Slide 53).