

**GOVERNMENT OF NUNAVUT
POSITION DESCRIPTION**

Executive Director, Infrastructure

Department: Community and Government Services (CGS)
Date:
Position: # 14-14961
Position: Executive Director, Infrastructure (ED)
Incumbent: NEW
Reports to: Assistant Deputy Minister, Infrastructure
Location: Iqaluit, Nunavut
Effective:
Freebalance Coding: 14700/01/1/235/1406000/01

Constance Hourie, Deputy Minister CGS

Date

Purpose:

Reporting to the Assistant Deputy Minister (ADM) Infrastructure, Community and Government Services (CGS) and as chief capital planning and management officer, the incumbent is responsible for territory-wide planning, co-ordination, execution and evaluation of the government's five (5) year Capital Plan involving multi-faceted construction projects of complex scope and a diversity of stakeholder interests; for leading facility management services across the portfolio of GN owned facilities, and for providing and implementing high performing facilities operations and maintenance programs. With expertise in capital investment planning, project and facilities management along with a strong grounding in construction and engineering, the incumbent is primarily accountable for:

- Developing, coordinating and directing the Government of Nunavut (GN) capital planning process in partnership with departments and municipalities in order to develop and assess long-term capital project proposals and establish funding of high-priority projects;
- Providing oversight and a rigorous framework for the planning, funding, execution and reporting of GN capital projects having an annual value in excess of \$500 Million (2019/20). Capital projects are defined as long-term investment projects requiring relatively large funding to acquire, develop, improve or maintain a capital asset such as to replace, expand,

upgrade/improve or reduce infrastructure to meet growing and/or changing demands in the territory;

- Providing leadership and building capacity for project management so that capital projects can be developed, assessed, prioritized, planned, managed and evaluated effectively and uniformly across the GN and its municipalities, and ensuring technology, competencies and policies are aligned to build efficiencies and improve services, data integrity and decision making;
- Overseeing executive controls and strategic alignment of capital investments, the management of capital projects and real property and facilities management initiatives to ensure compliance with contractual and financial obligations and applicable legislation, policies, specifications and industry standards and to ensure the achievement of expected results;
- Establishing an integrated collaborative approach to facilities planning, maintenance and operations for over 400 GN buildings, valued at over \$200 Billion, to enable department and municipal asset managers to better plan how they will operate and maintain the assets;
- Providing and strengthening a framework for the growth and evolution of a wide spectrum of infrastructure-based technical support services essential to governmentwide capital project planning, substantiation and technical assessments (e.g. site analysis), municipal/department execution of capital projects, procurement, as well as facilities, property, asset, contract, and project management; and
- Providing authoritative advice and strategic briefings to a range of senior public officials, including Ministers and Cabinet, on highly sensitive project issues, contributing to final decisions on individual project recommendations, and preparing Cabinet submissions, briefing notes, issues, papers in support of recommendations.
- This position is located in the CGS head office in Iqaluit. The Infrastructure Directorate is headquartered in Iqaluit, but capital projects and facilities management services are delivered from regional offices in Cambridge Bay, Cape Dorset, Iqaluit, Pond Inlet and Rankin Inlet, as well as, within each of the 25 Nunavut communities.

Scope:

The Executive Director (ED), Infrastructure provides advice to the ADM, Infrastructure and is responsible to lead, align and oversee the government's capital planning process, all capital project management plans, technical construction services, and facilities real property management. The ED is also expected to anticipate future economic, social and digital challenges and support departmental efforts to prepare and respond appropriately.

The ED, Infrastructure oversees an Infrastructure Division of approximately 143 FTE's and provides direct supervision to five (5) Directors:

- Director, Capital Projects (HQ)
- Director, Facilities Management (HQ)
- Regional Director, Infrastructure (Kitikmeot)
- Regional Director, Infrastructure (Kivalliq)
- Regional Director, Infrastructure (Qikiqtaaluk)

As a key member of the Nunavut Community Infrastructure Advisory Committee (NCIAC) and the GN's Interdepartmental Committee on Capital Planning (ICCP), this executive position ensures processes and planning cycles enabling the selection, management and execution of GN infrastructure investments in capital construction projects, and property management/asset management/facility management initiatives are led in a strategic, collaborative and multiculturally sensitive manner in accordance with Inuit Qaujimajatuqangit (IQ) Principles, Languages and Nunavut Government Acts, including policies and directives that guide and foster social and economic development, employment and training, and business opportunities. The position is responsible for taking proactive steps to promote sharing across jurisdictions as a means of furthering objectives such as economic development, inclusion, sustainability, and social connectedness. The ED, Infrastructure is also responsible and accountable to:

- Co-ordinate the capital planning cycle, oversee the project management practices and monitor and report on the GN's five (5) year capital plan estimated to be over \$1 Billion;
- Balance each municipality's unique capital development requirements and produce a multi-year capital plan that will effectively reflect government investment priorities;
- Ensure that communications to clients and stakeholders concerning infrastructure investments and strategies in a variety of funding areas are clear, accessible, and timely and enable their involvement or feedback based on sound principles that recognize the relationship between infrastructure and municipal functions;
- Oversee information management practices to ensure sufficient access to information and data generated by Directorate activities is provided to evaluate the extent to which they are meeting expectations and generating desired results. (i.e. operational goals, project deliverables, regulatory compliance, etc.);
- Improve the Directorate's ability to deliver high-quality services and projects even in times of fiscal constraint recognizing that adequate infrastructure contributes to social, cultural, environmental and economic progress at the municipal level;
- Participate, as required by the ADM, Infrastructure, in Federal/Provincial/Territorial Infrastructure working groups. The incumbent is expected to maintain active membership in a professional association such as IFMA or BOMA or CoreNet;
- Develop and foster solid partnerships among CGS and all GN departments, Hamlets/Municipalities, federal departments and private sector entities to assess which infrastructure projects to prioritize as part of the government's long-term infrastructure planning; to arrange dedicated funding to such projects as agreed amongst parties, and to ensure quality technical and professional expertise is provided through effective planning and communication practices; 3
- Ensure the directives, capacity and expertise are available for quality facility planning and well developed and executed maintenance and operations schedules/plans particularly for large and complex facilities and as it relates to matters of safety and security;
- Provide leadership to staff by ensuring cost effective strategies and solutions are selected for all technical and professional services, capital projects planning, execution, and maintenance and operation of GN facilities;
- Arrange regular reviews of facilities operations and maintenance standards, practices and compliance requirements impacted by climate change, digitalization, social

changes, and regulatory changes to ensure all existing and future facilities preserve the most effective and economical life cycle;

- Provide expertise, coaching and mentoring to staff in design and construction projects to achieve efficient operation and life cycle costs, targeted cost reductions, optimal cash flow management, building assessments; and complex contract administration;
- Provide specialized project management support to the municipalities including arranging for instructional guidance on the best practices and procedures of relevance to the unique construction and operating environment in Nunavut;
- Partner with the assigned legal counsel and the project team to resolve disputes over contract matters between the Department/Municipalities and consultants or contractors and to avoid lengthy and costly delays, change orders and lawsuits;
- Establish practices and processes across the directorate that ensure staff promote and incorporate collaboration, co-creation and active participation with clients and stakeholders;
- Establish sound conflict resolution processes to address conflicts which might emerge between parties during the planning, design, construction and handover. (eg between departments, between the contractor and the municipality, between the directorate and a funding partner);
- Provide input into the department's annual business plan and oversee processes for tracking and reporting performance based on milestones and anticipated results within the Infrastructure divisions this position oversees;
- Coach and inspire team members to learn what the organization needs and what it takes to satisfy that need; makes good use of special assignments, team participation, formal training, personal career counseling and on-the-job training to develop staff; creatively links necessary resources together to enable continuous learning, explore innovative practices and promote employee engagement and retention: and

Develop the ED, Infrastructure's divisional budget, monitors in-year trends and reallocations and reviews regular financial performance reports (e.g. budget, assets inventory); identifies cost-effective approaches; monitors internal controls for variances and issues.

Dimensions:

1. Human Resources Management

The Executive Director, Infrastructure is one of 7 FTE's reporting directly to the ADM, Infrastructure. The other 6 positions are: Director, Municipal Infrastructure (HQ), Director, Safety Services (HQ), Director, Real Property (HQ); Director, Technical Services (HQ), Infrastructure Co-ordinator (HQ), and Administrative Assistant (HQ).

The ED, Infrastructure provides direct supervision and oversight to five (5) Directors: Director Capital Projects (HQ), Director, Facility Management (HQ), Regional Director, Infrastructure (Kitikmeot), Regional Director, Infrastructure (Kivalliq), and Regional Director, Infrastructure (Qikiqtaaluk).

The ED, Infrastructure oversees a total of approximately 143 FTE's within the division. The position is responsible and accountable for:

- Exercising delegated authority to hire, dismiss, release from employment, recruit and hire permanent and contract staff, represent the employer in grievances, reorganize work within assigned mandate and budget; plan and approve employee training; take disciplinary action, set and assess performance expectations, reward employees and approve leaves, merit increases and business travel, and ensure all terms and conditions of employment are implemented in an inclusive, fair and equitable manner;
- Assuming the visible and active role of sponsor, champion, change agent or change ambassador in support of work changes implemented to modernize and/or improve the Directorate. (e.g. new technology, legislation, strategy, relocation, reorganization, etc.);
- Ensuring GN values and ethics are internalized as part of the organizational culture (e.g. as role model, part of the decision-making process, visible in team and individual behaviours as well as business practices); and • Ensure staff have the appropriate training, supervision and safe work procedures to carry out their roles and responsibilities in compliance with Health and Safety Regulations, Standards and Industry Codes of Practice.

2. Financial Management

The ED, Infrastructure has accountability and responsibility (Budget 2019/20) of:

- Capital Budget: ~ \$516 Million
- Direct Capital (CGS): \$40 Million
- Delegated Capital (Depts): \$90 Million
- Third Party Capital (GoC): \$270 Million
- Capital Carryover: \$116 Million
- O&M Budget: ~ \$110 Million
- Person Years: ~ 143 PY's

The position is directly responsible and accountable for:

- providing oversight and a rigorous framework for the planning, funding, execution and reporting of GN capital projects representing an annual value in excess of \$500 Million (2019/2020);
- Large Capital Projects are projects with an estimated total project cost greater than \$2 Million. They are subject to extensive preliminary planning, review and evaluation because of their potential to impact future program and service delivery and operating costs (both building and program operating costs).

Specific Accountabilities:

Capital Planning, Execution and Assessment - The position is directly responsible and accountable for:

- Aligning and leading the capital planning process within the established government capital planning framework and coordinating schedules, producing annual guidelines, determining content structure of submissions and other planning matters as required;
- Reviewing, analyzing and reconciling the NCIAC approved Departments' 20 year needs analysis priorities with updated Integrated Community Sustainable Plans including asset management assessments in order to prioritize territory-wide capital funding needs; Studying, analyzing, dissecting and reconciling current year operational and strategic priorities, departmental business plans and project design briefs and business cases (e.g. including impact assessments, asset deficiencies) and in consultation with departments and municipalities leading the development of a draft five (5) year capital plan; and Supporting ADM, infrastructure in completing funding envelopes, budget allocations, confirming cash flow projections for approval by the Financial Management Board (FMB) of the final draft of the Five (5) Year Capital Plan and Annual Capital Estimates.

Project Management - The position is directly responsible and accountable for:

- Implementation and handover oversight of all capital projects approved by the Legislative Assembly by institutionalizing a project management framework and methodology and set of standards across the GN involving project planning and implementation guidelines and training, project governance, risk management, key performance indicators and benchmarks, conflict resolution process, monitoring and evaluation programs, reporting requirements etc.;
- Provides strategic project management leadership through strong knowledge of the Project Management Body of Knowledge (PMBOK) and industry standards of project management as published by the Project Management Institute, as well ensure the quality of the application of that knowledge in the direct planning and development of project management standards and processes;
- Managing and overseeing the department's project management supporting technology and associated processes e.g. Project Management Information System (PMIS);
- Reviewing, defining and establishing project management service levels to clients (GN Departments and Municipalities/Hamlets) on matters relating to the planning, design and delivery of capital projects; and
- Managing issues, relationships and communication needs of relevance to clients, partners, stakeholders, contractors and federal, territorial or municipal government officials involved with successful project implementation.

Facilities Management - The position is directly responsible and accountable for:

- Provides strategic asset management leadership through strong knowledge of Asset Management best practices and industry standards including those published by the International Facility Management Association (IFMA) and/or the Building Owners and Managers Association (BOMA). The Incumbent shall apply this extensive experience in the application of that knowledge in the planning and execution of asset management standards and processes.

- Providing facility management services to deliver appropriate solutions to the GN's infrastructure needs;
- Ensuring that approved objectives are met in an effective manner, consistent with the priorities, operational policies and procedures of GN and stated principles and values of the Department;
- Assessing and developing a training framework to meet the current and future needs of asset and facility management staff as required;
- Managing and overseeing the department's facility management supporting technology and associated processes e.g. Computerized Maintenance Management System (CMMS) and lifecycle asset inventory system;
- Resolving complex and sensitive issues emerging from Community Maintenance Agreements, Maintenance Management Standards, the Financial Administration Manual (FAM) and contract awards.

Leadership - The position is directly responsible and accountable for:

- Providing strong leadership to a team of multidisciplinary professionals, including through team/individual development, training, decision support, knowledge transfer and talent management programs;
- Leading the five (5) divisions who together deliver on the mandate of the ED, Infrastructure Division and ensuring that approved objectives and budgets are met in an effective manner, consistent with the priorities of Cabinet and Financial Management Board (FMB), the operational policies and procedures of the GN and the stated principles and values of the Department; and
- Participating when required in Ministerial briefings and Committee of the Whole and/ or Standing Committee appearances on behalf of the department; Develop annual work plans in conjunction with direct reports;
- Contributing to the departmental Inuit Employment Planning (IEP) to assist the department in obtaining its overall IEP objective obligation under the Nunavut Land Claims Agreement, Article 23;
- Identifying training requirements for staff and develop short, medium, and longer term education and training plans for staff to meet job competencies;
- Implementing the GN Performance Management process for all staff within the division; and
- Acting as Assistant Deputy Minister as requested.

Impact of Decisions:

- Direction of the Infrastructure Investment Strategy;
- Accurate identification and quality of capital projects;
- Public Safety and Security (i.e. Regulatory compliance with National Building Codes and Standards and Nunavut Acts/Regulations such as the Fire Safety Act, the Technical Standards and Safety Act, and the Building Code Act);
- The GN liability and risk management;
- Water and Wastewater legislation

- Financial Administration Act and FAM;
- GN Contracting Regulations;
- GN Procurement Policy and the NNI Policy; and
- The GN's relationship with municipalities, Inuit Organizations, and other GN and Government of Canada departments.

Knowledge, Skills and Abilities:

- Graduation from a recognized professional degree program in architecture, engineering, business administration or related discipline with at least 10 years' experience leading or managing medium to large size major capital (institutional, commercial, office) projects, including a minimum of 8 years of managerial **and/or** executive experience working in a government setting. A combination of education and experience may be considered;
- Experience with the planning, design, construction, operations and maintenance of buildings including the application of industry standards, principles and associated industry best practices;
- Analytical and strategic thinker who can plan, organize, execute and report on results in a transparent and engaging manner;
- Knowledge of northern economic, political, social and cross-cultural conditions and community environment;
- Ability to work in a fast-paced, and politically sensitive environment, including situations with conflicting priorities and considerable uncertainty;
- Knowledge of construction procurement strategies and practices and considerable experience in managing consultant and construction contracts;
- Knowledge of modern project management best practices and considerable experience in project delivery,
- Strong stakeholder management and consensus building skills;
- Strong leadership skills and knowledge of human resources management theories, principles and practices;
- Advanced computer literacy and digital acumen, with the technical ability to read and analyze floor plans, and architectural and engineering drawings and renderings;
- Strong technical competencies with Computerized Maintenance Management Software (CMMS) and Project Management Information Software (PMIS) tools;
- Advanced knowledge of financial management processes, applicable policies, authorities, standards, and capital and life cycle planning and budgeting and expenditure management controls and reporting;
- Excellent working knowledge of construction contractual law and client service arrangement for capital projects, facility leasing and maintenance obligations of both parties;
- Seasoned project governance, leadership, negotiating, and decision-making skills, to productively spearhead each phase of the capital planning process and to resolve and effectively manage impasses, conflicts and complex problems;
- Strong communication and interpersonal skills to encourage and foster partnerships, team work, and staff engagement involving a wide range of stakeholder groups;

- Ability to work effectively and build trust and credibility with senior government officials from all jurisdictions, the private sector and representatives from the non-profit sector;
- Proven experience leading and providing advice on large procurement processes; experience managing consultant services and large construction contracts;
- Solid understanding and experience working with financial management processes, applicable policies, authorities, standards, and capital and life cycle planning, budgeting, and expenditure management controls and reporting; 8
- Excellent problem solving and decision-making ability at the executive level potentially involving high risk and highly visible adverse outcomes; and
- Excellent written and verbal communication skills with the ability to present complex strategic, operational and technical information in a clear and concise manner to a variety of audiences.

Position of Trust