

## 2.6 Assistant Deputy Minister Policy

### Policy Statement

It is the policy of the Nova Scotia Government that the appointment of an assistant deputy minister (ADM) under the *Public Service Act* will only be recommended when deemed necessary to assist in the administration of a large department or a department dealing with many or specific complex issues; only persons appointed under the *Public Service Act* will have the title Assistant Deputy Minister. An assistant deputy minister will be delegated a significant part of the duties of the deputy minister and in the performance of such duties shall exercise all the powers and authority of the deputy minister. Assistant deputy ministers are part of the Government of Nova Scotia's succession management strategy.

### Definitions

#### **ASSISTANT DEPUTY MINISTER**

A person appointed by the Governor in Council pursuant to Section 84 of the *Public Service Act*.

#### **DEPUTY MINISTERS' COMMITTEE ON RESTRUCTURING**

Chaired by the Deputy Minister of the Office of the Premier and comprised of the Public Service Commissioner, the Deputy Minister of Finance, and one other Deputy Minister appointed by the Deputy Minister of the Office of the Premier. The mandate of the Committee is to review departmental proposals for organizational change.

### Policy Objectives

- i) To create a pool of senior officials with the requisite executive leadership experience and skills to be qualified for consideration for a deputy minister appointment.
- ii) To establish a process by which departments may obtain approval to restructure the department to include an assistant deputy minister.
- iii) To provide the Governor in Council with appropriate recommendations respecting the appointment of assistant deputy ministers under the *Public Service Act*.
- iv) To ensure the appropriate and consistent use of the title Assistant Deputy Minister.

- v) To establish the reporting relationships, responsibilities and accountability of persons who are appointed as assistant deputy ministers under the *Public Service Act*.
- vi) To establish a pay level for assistant deputy ministers.

### **Application**

This policy applies to all departments, offices, and public service entities.

### **Policy Directives**

A department with a perceived need to restructure the department to include an assistant deputy minister position appointed in the department shall submit a request to the Deputy Ministers' Committee on Restructuring setting out the following

- i) the operational needs of the department giving rise to the request
- ii) the restructuring proposal including the objectives, proposed organization chart, and any other information and materials as set out by the Deputy Ministers' Committee on Restructuring
- iii) the duties of the deputy minister that are proposed to be delegated to the assistant deputy minister - e.g., to administer legislation on behalf of the deputy minister or to manage and direct a portion of the department
- iv) professional development opportunity that would be available for an assistant deputy minister.

Where the Deputy Ministers' Committee on Restructuring determines that it is advisable for a department to be restructured to include an assistant deputy minister, the committee will make a recommendation to the Treasury and Policy Board.

Assistant deputy ministers will be appointed by the Governor in Council pursuant to the *Public Service Act*, on the recommendation of the President of the Executive Council and will be designated as deputy heads within the meaning of the *Civil Service Act*.

Reporting to the deputy minister of the department, the assistant deputy minister will be delegated a significant portion of the deputy minister's duties in accordance with the *Public Service Act* and in the performance of those duties the assistant deputy minister will exercise all of the powers and authority of the deputy minister.

In accordance with the *Public Service Act*, there will be no more than one assistant deputy minister per department.

Only those individuals who have been appointed under the *Public Service Act* will have the title Assistant Deputy Minister.

Assistant deputy ministers may be reassigned to another department for the purposes of learning and development or corporate need in the same manner as deputy ministers.

An assistant deputy minister will:

- report directly to the deputy minister
- be accountable to the deputy minister and the Deputy Minister to the Office of the Premier for the results and impact of the programs under their direction
- assume full responsibility for advising the deputy minister, Deputy Minister to the Office of the Premier and the minister on the areas for which the assistant deputy minister has been delegated responsibility
- hold a level of signing authority second only to the deputy minister's for particular areas of departmental operations and priorities
- be authorized to act on behalf of the deputy minister.

The assistant deputy minister pay scale will be the equivalent of the MCP 35 pay scale. Assistant deputy ministers will receive all of the customary benefits of a deputy head. The Pay for Performance for Senior Officials Policy applies to assistant deputy ministers.

## **Accountability**

### **DEPUTY MINISTERS' COMMITTEE ON RESTRUCTURING**

The Deputy Ministers' Committee on Restructuring is accountable to make recommendations to Treasury and Policy Board on restructuring proposals and the need for an ADM position.

### **PUBLIC SERVICE COMMISSION**

The Public Service Commission is accountable to make recommendations respecting the level of compensation of ADMs, appropriate search process, identify potential candidates from within the leadership cadre, facilitate training and development opportunities to expand pool of potential candidates from within the leadership cadre and periodically conduct audits to ascertain compliance with this policy.

### **DEPUTY MINISTER TO THE PREMIER**

The Deputy Minister to the Premier may make recommendation to the Premier on suitable candidates for ADM appointments.

### **DEPUTY MINISTERS**

Deputy ministers are accountable to conduct performance evaluations and recommend performance pay for assistant deputy ministers based on their first hand knowledge of performance as well as consultations with others, including the Premier's Office and appropriate ministers.

## **Monitoring**

The Public Service Commission monitors departmental use of ADM titles and may periodically conduct compliance audits.

## **References**

*Public Service Act*

*Civil Service Act* and Regulations

Pay for Performance for Senior Officials Policy

## **Enquiries**

Executive Council Operations, Treasury and Policy Board  
(902) 424-6614 or (902) 424-5463

## **Appendix**

Appendix 2-L Assistant Deputy Minister (Generic) Job Description

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*Approval date: July 21, 2004*

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*Approved by: Executive Council*

*Most recent review: October 7, 2005*

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**Appendix 2-L**

# Management Job Description Province of Nova Scotia

|                     |                                     |                      |                        |
|---------------------|-------------------------------------|----------------------|------------------------|
| <b>Job Title:</b>   | Assistant Deputy Minister (Generic) |                      |                        |
| <b>Department:</b>  | Various                             | <b>Division:</b>     |                        |
| <b>Location:</b>    |                                     | <b>Date:</b>         |                        |
| <b>PSC USE ONLY</b> |                                     |                      |                        |
| <b>Job Grade:</b>   |                                     | <b>Job Code:</b>     | <b>Effective Date:</b> |
| <b>Position #:</b>  |                                     | <b>PSC Approval:</b> |                        |

## I. Overall Purpose

The assistant deputy minister (ADM) is a key contributor who provides advice and support to the deputy minister, recommends and implements government policies, plans strategies, provides leadership within the organization by committing to action the business goals of government and the department, manages several complex issues and responsibilities and operations and contributes to furthering the strategic corporate agenda for government.

## II. Specific Accountabilities

- Providing leadership and supporting the deputy minister on cross department initiatives when the initiatives are the profiled goals and strategies of the department.
- Providing strategic options, comprehensive policy advice, briefing papers, recommendations and perspectives to the deputy minister on functions, activities and issues.
- Developing and maintaining partnerships with appropriate public and private sector organizations in the delivery of the division's programs and services.
- Participating as an executive team member providing executive leadership within the organization and furthering the strategic corporate agenda for government.

- The assistant deputy minister is responsible for the effective management of significant fiscal and human resources with the division and /or department.
- Operational responsibility for significant portion of a department or significant complex issues.

### **III. Reporting Relationships**

This job reports to:

- Reporting to the deputy minister, the assistant deputy minister has a Mandate Letter and is evaluated by the deputy minister.

### **IV. Contacts (Typical)**

The usual contacts required in the performance of this job include:

- Internal contacts include the minister, MLAs, senior officials of government, deputy ministers, senior management team of their department and other senior staff in other departments.
- External contacts include various municipal, provincial, and federal governments, stakeholder groups and associations, non-government organizations and the general public.

### **V. Innovation**

The typical creativity and problem solving required in this job include:

- strategic approach on opportunities for innovation and find creative solutions to issues
- using sound leading edge conceptual approaches (e.g., matrix vs. functional organization)
- organizational capacity development for the future
- developing new approaches and questioning existing ones to ensure the most efficient and effective outcomes are achieved.

### **VI. Decision Making**

The usual types of decisions made in this job and the types of problems or decisions that must be referred to a supervisor include:

- The incumbent will have deputy head status for that portion of the department that has been so delegated.
- The incumbent will have responsibility for the day to day implementation of the roles of the position.

- Decisions pertaining to budget and human resource planning, business planning and accountability will be made in consultation with the deputy minister.
- Acts for the deputy minister during absences and exercises all authority of the deputy minister at those times.

## VII. Impact of Results

The typical impact of end results produced by this job are:

- Supports the deputy minister by putting to action business goals of government and contributes to furthering the strategic corporate agenda for government.

## VIII. Dimensions (Approximate)

- Various with departments.

## IX. Working Conditions

**Physical Environment:** Minimal

Examples:

**Physical Effort:** Minimal

Examples:

**Sensory Attention:** Moderate

Examples:

**Mental Pressures:** Moderate

Examples:

## X. Other

Other important information that will assist the reader with a further appreciation of what is typical of this job:

Each assistant deputy minister has a performance contract and is evaluated under the senior officials pay for performance policy.

Those in ADM positions are subject to reassignment or rotation to other departments for purposes of career development and corporate need.

## **XI. Key Competencies**

The following nine key competencies for ADMs are drawn from the competency model *Core Leadership Competency Dictionary*, version 5.0, September, 2002 as established by Hay Group and the Nova Scotia Public Service Commission.

### **ACHIEVEMENT ORIENTATION**

Works to achieve results and improve individual and organizational contribution. Achievement Orientation also involves effectively managing internal and external resources to achieve the Government's goals.

#### **Balances Limited Resources Against Outcomes**

- Analyzes for organizational outcomes in order to make decisions, set priorities or choose goals on the basis of calculated inputs and outputs. This includes analyzing both process and people related outcomes.
- Provides leadership in effective management and stewardship of resources.
- Makes decisions that allocate limited resources (time, people, budgetary, etc.) to meet program delivery and/or policy objectives.
- Knows how and when to influence policy development in order to impact policy and delivery outcomes.

### **CLIENT ORIENTATION**

Develops and maintains strong relationships with clients while balancing against the government's key business and strategic priorities.

#### **Uses a Long-Term Perspective/Acts as a Trusted Advisor**

- Becomes involved in client's decision-making process, while remaining objective and impartial and upholding the ethical principles of the Government.
- Builds an independent opinion on client needs, problems, or opportunities and possibilities for implementation and may act on this opinion (e.g., recommends approaches which are new and different from those requested by the client).

### **COMMUNICATION**

Shares information/ideas clearly and listens for understanding to promote productive work relationships.

#### **Facilitation**

- Works with groups to encourage open discussion of opinion through impartial questioning and clarification that is directed toward a positive outcome.
- Demonstrates sensitivity to audience diversity.
- Uses appropriate techniques to elicit participation and have the group come to agreement on solutions.



### **DEVELOPMENT OF PEOPLE**

Works to develop people's contribution and potential. The focus is on the developmental intent and effect rather than on a formal role of training.

#### **Provides In-Depth Mentoring, Coaching, or Training**

- Arranges appropriate and helpful assignments, formal training, or other experiences for the purpose of fostering a person's learning and development (May include career pathing or career planning).
- Understands and identifies a training or developmental need and establishes new programs or materials to meet it.
- Actively supports competent employees in seeking lateral and promotional opportunities to further their career.

### **IMPACT AND INFLUENCE**

Implies an intention to persuade, convince, or impress others (individuals or groups) in order to get them to go along with or support the organization's direction.

#### **Uses Indirect Influence**

- Uses chains of indirect influence: "get A to show B so B will tell C such-and-such"
- Takes two or more steps to influence, with each step adapted to the specific audience
- Uses experts or other third parties to influence

### **KNOWLEDGE**

Possesses knowledge and professional competence relative to work function.

#### **Expert Knowledge**

- Deals with complex, sometimes ambiguous information, revising priorities as necessary.
- Is resourceful in using and adapting specialist knowledge of expertise area to serve client needs.
- Identifies issues and presents recommended solutions, as well as alternatives that can be considered.

### **LEADERSHIP**

The intention to take a role as leader in a team or other group. Leadership involves communicating a compelling vision and embodying the values of the Nova Scotia Public Service.

**Positions Self as the Leader & Maintains Focus on Desired Performance**

- Sets a good example by personally modeling desired behaviour and establishing norms for group behaviour (“rules of engagement”); takes appropriate action if group norms are violated.
- Holds individuals accountable for results (including meeting budgets, deadlines, and quality requirements).
- Takes action to ensure that others buy into leader’s mission, goals, agenda, climate, tone, and policy.
- Provides direction to the organization on emerging public issues and concerns.

**PROBLEM SOLVING & STRATEGIC ORIENTATION**

The thinking process by which information is used to identify key issues and relationships and to develop plans and solutions to address problems.

**Creates New Strategies**

- Creates new strategies for the organization using sound leading edge conceptual approaches (e.g., matrix vs. functional organization)
- Uses intellectual curiosity to integrate seemingly unrelated concepts into a coherent, actionable strategy.
- Evaluates a strategic approach within realistic parameters.

**TEAM ORIENTATION**

Works collaboratively with others to achieve common goals, to be part of a team and work together, as opposed to working separately or competitively.

**Works to Build Team Commitment**

- Proactively raises difficult issues within the team providing suggestions and support to move forward.
- Acts to promote good working relationships regardless of personal likes or dislikes and builds good morale, cohesiveness and co-operation within the team.