

# Leaders

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## **OPPORTUNITY PROFILE**

### **Chief Strategy & Governance Officer**



## About PSPP Corporation

The Public Service Pension Plan (PSPP) has been providing a secure lifetime retirement to Albertans for almost 80 years. Established in 1947, the PSPP is a defined benefit pension plan that serves current, former, and retired employees of the government of Alberta and its agencies, boards, and commissions, as well as select postsecondary institutions. The Plan has 29 participating employers and serves 100,000 members.

The Plan operates within a legislative governance framework that sets out the responsibilities of different entities. Policy decisions that define the benefits of the plan are the responsibility of the PSPP Sponsor Board.

PSPP Corporation is responsible for administering the plan and managing plan assets. Legislation requires that we engage the services of Alberta Pension Services Corporation (APS) and Alberta Investment Management Corporation (AIMCo) to assist us in carrying out these responsibilities. As the trustee and administrator of the plan we have a duty to act in the best interest of plan members.

## The Opportunity

Reporting to the Chief Executive Officer (CEO), the Chief Strategy & Governance Officer is a member of PSPP Corporation's executive leadership team and provides strategic, governance, and policy leadership that enables effective Sponsor Board, Corporation, and Board of Directors decision-making and strengthens the long-term value and sustainability of the Public Service Pension Plan. The position leads Sponsor Organization relations and advocacy, Sponsor Board and Board of Directors governance, oversees plan design, plan funding and risk analysis, and ensures the



Corporation’s strategic and business planning, and corporate governance are aligned to deliver on PSPP Corporation’s mandate.

The Chief Strategy & Governance Officer contributes to the success of the PSPP Corporation. Responsibilities are broad and diverse in nature, characterized by complex and competing demands, priorities and matters that are of importance to PSPP’s strategic plans and the sustainability of the Plan. This position is expected to identify opportunities for streamlining processes to enhance business performance.

This position regularly handles confidential and sensitive information. It is critical that the Chief Strategy & Governance Officer exhibits a high degree of professionalism, tact, and integrity. The incumbent must be able to work independently while maintaining collaborative and productive internal and external working relationships.

## Key Roles & Responsibilities

### **Sponsor Organization Relations**

- Serve as the executive relationship lead for PSPP Sponsor Organizations and Sponsor Board members, ensuring timely, consistent strategic and policy engagement.
- Advocacy with the Public Service Commission related to key challenges or opportunities.
- Build and maintain a deep understanding of Sponsor Organization perspectives, priorities, constraints, and policy considerations, and ensure these perspectives are appropriately reflected in analysis, advice, and recommendations brought forward by PSPP Corporation.

- Enable well-informed Sponsor decision-making through transparent, two-way communication—providing clear rationale for proposed changes and meaningful opportunities for dialogue and feedback.
- Anticipate and manage emerging Sponsor-related risks, issues, and sensitivities; brief the CEO on stakeholder impacts and recommend engagement strategies that protect trust and decision timelines.
- Provide executive leadership for government relations and regulatory engagement strategy, including coordinating submissions and briefing positions on pension issues (where appropriate).

### **Sponsor Board Governance**

- Lead the Sponsor Board’s strategic planning process, including planning and agenda development for a Sponsor Board strategic planning session/retreat.
- Maintain the Sponsor Board annual workplan and meeting calendar, ensuring secretariat deliverables are planned, sequenced, and delivered on time.
- Lead agenda development, planning, coordination, and execution of Sponsor Board meetings, working sessions, joint board sessions, and related engagement activities, ensuring meetings are well-structured, decision-focused, and outcome-driven.
- Ensure Sponsor Board materials are clear, balanced, and decision-ready, including:
  - Clear context, objectives, and decision required
  - Options assessed (including alternatives and implications)
  - Key risks, trade-offs, and mitigations
  - Evidence-based and rationale supporting recommendations
- Develop and maintain a Terms of Reference that sets out service expectations, clarifies roles, accountabilities, and decision rights between the PSPP Sponsor Board and the Corporation. Establish and manage consultation processes that enable timely, coordinated interaction between the Sponsor Board, PSPP Corporation, and the Board of Directors, improving alignment and decision throughput.
- Lead Sponsor Board member onboarding and training program, in collaboration with internal teams, to support informed participation and sustained governance effectiveness.

- Lead Sponsor Board effectiveness assessments (annual workplans, skills/competency matrices, and improvement actions) to strengthen oversight and governance performance.
- Maintain the Sponsor Board governance policy inventory (rules/policies, delegations, consultation protocol, meeting procedures) and run a structured review cycle to keep governance current, consistent, and fit-for-purpose.

### **Plan Design & Funding**

- Provide strategic leadership for Sponsor Board advice on plan design and funding, ensuring decisions are grounded in evidence, aligned with funding policy, and support long-term sustainability and sponsor affordability.
- Deliver an annual environmental scan covering regulatory, legal, demographic, labour-market, inflation, and public policy developments affecting plan sustainability and sponsor affordability.
- Develop and maintain a clear “plan value” narrative that connects plan design, funding principles, and risk trade-offs to support Sponsor understanding and decisions.
- Lead structured plan design reviews with the Sponsor Board, facilitating early engagement to clarify Sponsor priorities and to develop options that strengthen member outcomes, manage risk, and support sustainability.
- Support plan text amendments in collaboration with the Chief Pension Officer, ensuring changes are evidence-based, clearly documented, and presented with impacts and recommendations for Sponsor Board consideration.
- Lead the annual review of the Plan’s funding policy and valuation approach to provide the Sponsor Board with clear contribution requirements, affordability analysis, sustainability considerations, and intergenerational impacts.
- Oversee actuarial valuation assumptions, methods, and deliverables; act as the primary liaison with the external actuary to ensure advice to the CEO and Sponsor Board is clear, balanced, timely and decision-ready.
- Lead funding and plan-related risk analysis and reporting for the Sponsor Board (scenarios, sensitivities, key risk indicators) to clarify trade-offs, impacts, and mitigations.
- Synthesize actuarial and pension analytics into clear recommendations, highlighting implications for governance, policy, and long-term Plan value.

- Set the scope and annual workplan for actuarial services, including timelines and required outputs.
- Coordinate internal leadership and external advisors to ensure timely execution and follow-through on Sponsor Board initiatives and decisions.
- Advise the Corporation, Board and Sponsor Board on actuarial standards, emerging practices, and external developments to anticipate impacts and maintain robust decision processes.
- Lead procurement and performance oversight of actuarial and pension consulting services to ensure quality advice, value for money and effective delivery.

### **Strategic and Business Planning**

- Lead the Corporation's strategic planning process, including planning and agenda development for a Board strategic planning session/retreat, and development of a Board-approved strategic plan with clear priorities and outcomes.
- Lead the development of annual corporate business plan that translates strategy into business initiatives, accountabilities, and measurable deliverables.
- Oversee business plan execution and produce progress reporting that enables leadership and Board oversight of results, risks, and corrective actions.
- Identify key business drivers and improve performance measures to strengthen visibility into progress toward corporate goals and strategic outcomes.
- Advise the CEO on long-term strategic direction, emerging issues, and planning implications to support timely executive decisions.
- Oversee the employee goal setting and performance review process so individual objectives align with corporate priorities and measurable business plan deliverables.

### **Board of Directors Governance**

- Maintain the Board of Directors and committee annual workplan and calendar to ensure timely governance deliverables and effective oversight.
- Lead Board secretariat services and manage the Board Specialist's performance and development to ensure consistent, high-quality governance support.

- Lead agenda development and execution for Board and Governance and Human Resources Committee (GHRC) meetings so deliberations are structured, decision-focused, and aligned to the annual workplan.
- Ensure Board and GHRC materials are clear, balanced, and decision-ready, supporting effective oversight and timely approvals.
- Develop, maintain, and periodically refresh Board policies, procedures, and governance practices to support compliance, consistency, and effective oversight.
- Deliver Board member onboarding and education program (in collaboration with internal teams) to strengthen governance capability and sustained Board effectiveness.
- Facilitate or deliver targeted Board education sessions to address emerging issues, strengthen oversight, and support informed decisions.
- Provide specialized briefings to the Board and committees to enable timely decisions on complex or emerging matters.

### **Corporate Governance**

- As a member of the executive leadership team, co-lead effective corporate management practices that enable efficient delivery of PSPP Corporation services.
- Partner with executives to resolve complex issues, framing options and recommendations that improve outcomes and manage risk.
- Collaborate with the CEO to set direction and priorities for policy development and issue management, ensuring resources focus on the highest value governance and strategic needs.
- Participate in the review and implementation of the Enterprise Risk Management framework (ERM).
- Develop and maintain internal policy and ensure corporate and Plan records are maintained in accordance with legal requirements, defensible governance and efficient access to information.
- Provide executive oversight of board and Sponsor Board information management (record retention, access controls, confidentiality practices, and secure board portal practices, if used), aligned with legal requirements and good governance.
- Undertake special projects as directed by the CEO.



- Participate as a member of the PSPP Corporation Human Resources Committee, supporting workforce planning, staff engagement measurement, and training and development programs aligned to corporate priorities.

## The Person

### Education and Qualifications

The ideal candidate will have a strong academic foundation, holding a bachelor's degree in business or analytics, or preferably an MBA or other advanced degree. They will bring extensive professional experience—typically 12 years or more—in strategy, consulting, or advocacy roles, complemented by exceptional leadership, communication, and analytical capabilities. Experience serving as a trusted strategic advisor within a complex organizational environment is highly desirable. In addition, exposure to pension funding or actuarial analysis would be considered a valuable asset.

### Knowledge

The role demands a well-rounded combination of strategic insight, analytical rigour, and leadership capability to shape a clear organizational vision and guide its effective, compliant execution across the enterprise. It requires hands-on expertise in corporate and board governance, including the development of mandates, agendas, governance frameworks, and the practical use of board management tools. A strong understanding of pension governance is also essential, particularly with respect to plan sponsor models, defined roles, decision-making authority, and accountability across sponsorship and administration functions.

In addition, the position calls for applied knowledge of actuarial funding and risk principles, such as valuations, actuarial assumptions, sensitivity and scenario analysis, and contribution-setting practices. Familiarity with performance measurement systems and strategy execution frameworks is important to ensure objectives are monitored and achieved effectively. The role further benefits from an understanding of public-sector policy and government decision-making processes, including effective approaches to engagement. Competence in information governance—covering records retention, access controls, confidentiality, and board portal oversight—is also required, alongside a strong awareness of regulatory obligations and the ethical considerations that inform sound business judgment.





## Skills and Abilities

**Interpersonal Effectiveness & Relationship Management:** Exceptional ability to build, maintain, and navigate strong professional relationships across diverse stakeholders, supported by high emotional intelligence and discretion.

**Political Acumen & Advocacy:** Demonstrated sensitivity to organizational and political dynamics, with the skill to advocate effectively for strategic priorities in complex and politically nuanced environments.

**Governance Facilitation & Conflict Resolution:** Proven capability to lead and facilitate complex governance discussions, including negotiation, consensus-building, and the resolution of competing interests.

**Strategic Risk Identification & Mitigation:** Proactive in identifying emerging strategic risks and opportunities, with the ability to design and implement mitigation strategies aligned with organizational objectives.

**Strategy Execution & Change Leadership:** Strong track record of overseeing the execution of strategic initiatives and leading organization-wide change efforts to ensure alignment and sustainable outcomes.

**People Leadership & Managerial Excellence:** Demonstrated leadership and team-building skills, sound judgment, creativity, and a high standard of personal ethics, enabling effective management in complex environments.



**Confidentiality & Professional Integrity:** Trusted to handle sensitive and complex matters with the utmost confidentiality, professionalism, and respect for governance and ethical standards.

**Organizational Effectiveness & Time Management:** Highly organized, self-directed, and capable of setting priorities independently while consistently meeting performance expectations.

**Executive Communication & Board Reporting:** Excellent written, verbal, and presentation skills, including executive briefings and board-level documentation, with the ability to translate complex concepts into clear, plain language.

**Collaborative Problem Solving & Analysis:** Strong aptitude for working in multidisciplinary settings, analyzing complex information and data, and developing well-reasoned, collaborative recommendations.

**Continuous Learning & Governance Best Practices:** Committed to ongoing professional development, staying current on emerging trends, regulations, and best practices in corporate and board governance.

**Independent Drive & Team Orientation:** Highly motivated and comfortable working autonomously, while maintaining a collaborative, team-focused approach.

**Multi-Stakeholder Board Engagement:** Proven ability to work effectively with diverse Boards that include representation from both employee and employer sponsor organizations.

**Adaptive Decision-Making in Dynamic Environments:** Capable of developing and implementing sound, credible solutions in fast-paced, uncertain, and politically sensitive contexts.

## Compensation

A competitive compensation package, including an attractive base salary and excellent benefits, will be provided. Further details will be discussed in a personal interview.

## Express Your Enthusiasm

*Leaders International values diversity, equity, and inclusion in all aspects of our operations. Candidates are invited to contact us directly with any accommodation requests.*

To apply, please email your cover letter and resume (PDF or Word document only—preferably as one document) to **Ardyce Kouri** or **Jessica Park** at [apply@leadersinternational.com](mailto:apply@leadersinternational.com), indicating the job title in the subject line.

**Leaders International Executive Search** [www.leadersinternational.com](http://www.leadersinternational.com)