

Working Title Deputy Director, Operations	Name
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Position Number	Reports to Position No., Class & Level 50008362, Centre Director	Division, Branch/Unit Correctional Services - Adult Centre Operations –	Ministry Public Safety & Emergency Services
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Present Class Manager 2	Requested Class	Levels to Deputy Minister (Not including incumbent level)
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Dept ID	Program Code	Project Code (if applicable)
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POSITION SUMMARY: Briefly describe the main purpose of the position, and why it exists for the most part (See PP [Slides 28-32](#)).

Reporting to the director of a remand or correctional centre, the deputy director operations is responsible for planning coordinating, directing and controlling the daily operation of the correctional or remand facility on a continuous 24/7 rotating shift basis in a unionized environment. Correctional and remand centres house minimum, medium and maximum security inmates and are at times volatile and hostile environments. The position ensures the safety and security of the centre, centre staff, visitors, and the community at large. Through subordinate uniformed managers, supervisors and correctional peace officers, health care professionals and various support and contracted staff, this position oversees and manages the care, custody, and control of the offender population entrusted to the centres by the courts. Responsibilities include overseeing the daily operation of a wide variety of programs for a remand and/or sentenced population, including rehabilitation programs, medical and psychological assessment and treatment, and security functions related to the physical plant and offenders. The position interacts with members of the public, department human resource consultants, advocacy and special interest groups, community corrections, members of the judiciary, lawyers, police, immigration, parole, and their counterparts in the justice community both at the federal and provincial level. Complex and diverse criminal justice system issues are encountered related to client specific, incarceration, release and transfer, often times at short notice, and without the ability to consult with the legal community, relying instead on significant experience and knowledge of the Justice system to make detailed decisions, that are based in law, reason and logic. The incumbent ensures that all activities occurring on a shift are in conformance with standards, policies, procedures as well as federal and provincial laws. If the director or acting director is not available or unable to perform their duties the deputy director of operations assumes all responsibilities of the centre director. All work is conducted with the goal of ensuring that the interests and priorities of the Government of Alberta and the department of the Solicitor General and Public Security are effectively represented in Correctional Services Division initiatives, projects and activities.

SPECIFIC ACCOUNTABILITIES AND OBLIGATIONS: 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](#)).

Emergency Procedures and Critical Incident Management:

- Provide direction and guidance to staff on specific duties and responsibilities concerning emergency responses including medical emergencies, disturbances, escapes, use of force, bomb threats, evacuations, tactical team use and deployment which may include crowd control equipment and munitions, hostage taking, riots and disturbances, fire prevention and control, and handling of hazardous articles.
- Arrange for and/or coordinate post-incident stress-management debriefings to address situations where individuals are having post-incident difficulties.
- Conduct post-incident operational debriefings to evaluate response and performance related to the emergency situation which has occurred.

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Human Resource Management:

- Continually monitor and respond to staffing levels on each shift and adjust staffing based on staff experience, inmate population, special handling needs, facility design, inmate movement and behaviour, as well fluctuating inmate individual and/or group threat levels,
- Continually monitor, evaluate and assess impacts of fluctuating staff absence due to illness and other leave, on the current shift and determine appropriate coverage for on-coming shifts and where necessary hire wage staff and/or overtime staff coverage utilizing defined strategies for reducing costs while balancing and minimizing disruption to levels of service expected by various stakeholders in the administration of justice.
- Promote and participate in recruitment, attraction and retention activities as assigned by the director
- Provide on-going mentoring, guidance and direction to teams of correctional peace officers and support staff. Promote professional growth by developing, planning, coordinating, supporting, recommending and facilitating training, developmental opportunities, secondments and other team building forums offered to promote growth and excellence.
- Address and respond to employee complaints as they arise, so as to resolve them where possible on an informal and formal basis within the unionized environment subject to contractual master and subsidiary agreements.
- Conduct and assign performance assessments of subordinate staff in accordance with divisional practices and procedures with a view to providing direction, coaching and counseling to staff to achieve excellence and/or alternately to address performance deficiencies and make recommendations for corrective action and/or discipline to the director, as deemed appropriate.
- Conduct regular and frequent inspections of the facility to ensure that staff are carrying out their duties in keeping with established procedures and to ensure that hygiene and cleanliness of the facility is maintained at a high level.

Maintain centre security by monitoring and as required addressing issues related to security systems, security equipment, and security procedures and activities within the correctional/remand centre:

- Ensure that regular rounds of the centre are conducted by supervisors and correctional staff assigned to all areas.
- Ensure that security features are maintained in good repair and further maintained through dynamic security practices of all correctional staff.
- Ensure that all staff are practicing appropriate security tasks to identify and immediately address potential weaknesses to prevent breaches of security.
- Ensure that security equipment is provided and deemed functional by correctional staff and supervisors and that supervisors provide staff with the appropriate training to utilize security equipment.

Inmates are appropriately reviewed, placed and managed to maintain security and safety:

- Provide on-going advice related to on-going individual inmate management including placement and transfer as well as provide comprehensive recommendations for the management of large scale inmate related issues and threats to centre safety and security.
- Provide decisions and approval on inmate placement in administrative and disciplinary segregation and conducts reviews and where appropriate approval for disciplinary charges under the *Correctional Institutional Regulation* to be submitted as required.
- Ensure that inmate needs and tendencies (i.e. suicide risk, violence and medical concerns) are identified and responded to by supervisors and staff who are responsible for their immediate custody, care and control.
- Arrange/facilitate transfers to other correctional centres for gang affiliated, high profile, dangerous or problematic offenders and ensure appropriate documented information about the offender is sent to the receiving centre.
- Review escorts into the community and provide direction on handling and security procedures that will be used including the use of appropriate restraint equipment or armed escort.
- Review all placements of inmates at hospitals and ensure that instructions for security are communicated and carried out.
- Review all documentation related to offenders who are about to be released to ensure the release is lawful and that the necessary notifications are made if required.

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Provide management and leadership to ensure that various centre services and programs are maintained at a high standard:

- Liaise with centre support service staff, other operational managers and non-operational managers that the requirements for programs and services are being delivered consistently and to the appropriate level.
- Respond to verbal and written inmate and public complaints and requests, ensuring issues are thoroughly researched and where possible resolved and that the information provided is in accordance with policy and legislative requirements.
- Review, investigate and prepare documentation in response to Ombudsman investigations.
- Conduct and document managerial reviews and investigations as requested and provide comprehensive recommendations and proposals.
- Participate on committees and in special projects and initiatives to contribute to the advancement of Ministry, divisional and centre initiatives and programs.

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](#)).

University degree and/or extensive experience in the criminal justice system and an understanding of correctional practices and government and departmental business plan.

Progressively responsible experience within the Correctional Services Division.

Excellent communication skills, both oral and written.

Proven leadership skills.

Strong planning, organizational, analytical and task oriented management skills.

Strong understanding of human nature and behaviour.

Knowledge and abilities are required of diverse yet interrelated aspects of correctional services in the province of Alberta including:

Knowledge of relevant legislation, such as the *Corrections Act*, *Correctional Institution Regulation*, *Criminal Code of Canada*, and the *Ombudsman Act*, *Freedom of Information and Protection of Privacy Act* and Policies, Work place and sexual harassment policy.

Knowledge of departmental policies and procedures, Emergency Standing Orders, Standing Operating Procedures, Warrant and Sentence Administration, Temporary Absence Policies and Procedures.

Knowledge of correctional centre and departmental management techniques.

Knowledge of government, departmental, divisional and branch goals and objectives.

Knowledge of the function, role and hierarchy of the bargaining unit and the functional application and interpretation of the Master and Subsidiary agreements.

Knowledge and understanding of Government of Alberta values and visions.

Knowledge and support of Employee Wellness and Engagement Program initiatives.

Broad understanding of and the ability to participate in financial and budget related procedures/monitoring, security measures, security best practices and security equipment and facility designs, as well as offender program, educational and rehabilitative practices.

Ability to conduct extensive and accurate investigations including, management reviews, FOIP requests, Ombudsman inquiries and complaints, human rights complaints, civil litigation.

Ability to dialogue with individuals from a wide range of professional backgrounds.

Ability to identify and productively resolve conflicting needs and priorities.

Ability to work effectively both independently and as a member of the management team.

Ability to effectively assume the role of centre director – requiring regular contact with a variety of organizations including police, courts, other centre directors, union officials, human resource consultants, executive director, adult centre operations, subordinate managers, advocacy and special interest groups, offenders, and the general public.

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](#)).

- Leadership and extensive business know-how is required to respond to and make decisions related to staffing assignment, security, program delivery and at times emergency situations (i.e. medical emergency, offender disturbances, serious assaults, riots, hostage takings, fires, etc.) taking in to account available resources, centre design and offender population and composition. Solutions must include consideration of a complex unionized environment where staffing occurs on a 24 hour operational basis with inmates that may be unpredictable or volatile are managed and housed.
- Coordinate and supervise the operation of all centre personnel during the assigned shift, including correctional peace officers, correctional service workers as well as programs staff including nursing, chaplaincy, recreation and placement, sentence administration and clerical.
- Provide leadership, supervision and guidance to a team of subordinate supervisors and staff.
- Consult and inform centre director on issues regarding security, practices and procedures, programs and activities and provide recommendations for resolution where issues are identified.
- Provide leadership, guidance and direction to ensure that emerging departmental and centre specific initiatives and programs related to security, offender management, training, equipment, and correctional best practices are implemented.
- When acting in the role of centre director, liaise with the executive director, Adult Centre Operations Branch on a regular basis to ensure the executive director is briefed and up to date on centre operational issues.
- Leadership skills are required to work independently on managerial reviews, investigations, responses to members of the public, and stakeholders.
- Leadership and role-modelling is required to demonstrate government values and visions.
- Extensive contact is required on a regular basis with the centre director and other managers to balance centre security operational and program needs.

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

- Position requires a high level of creative problem solving, the ability to respond to and make decisions related to security procedures, programs and activities, static facility design, equipment needs and responses to addressing inmate issues including threats to centre safety and security. Solutions must include consideration of a complex unionized environment where staffing occurs on a 24 hour operational basis; with inmates that may be unpredictable or volatile are managed and housed.
- Work independently, prioritizing tasks and responsibilities, responding to deadlines while managing a team of corrections staff.
- Respond quickly to a variety of inquiries which can be complex and at times politically sensitive including, Freedom of Information, Ombudsman, Management reviews and Departmental investigations and stakeholder requests.
- Develop approaches to implement new programs, initiatives and processes taking into account the various departmental and centre impacts.
- In the absence of the director, and in the off hours, weekends and holidays, assume the responsibilities of managing a facility.

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		
Centre Director	Daily	Coordinate, liaise, receive direction, inform
Other Shift Managers	Daily	Coordinate, inform, consult
Deputy Director, Programs	Daily	Coordinate, inform, consult
Deputy Director, Administration	Daily	Coordinate, inform, consult
Deputy Director, Security	Daily	Coordinate, inform, consult

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Clients	Frequency	Nature and Purpose of Contact
Health Care Unit Manager	Daily	Inform, consult
Offenders	Daily	Coordinate, consult
Training Manager	Daily	Direct, resolve, inform
Tactical Team Manager & Members	As required	Direct, coordinate, consult
Response Team Members	As required	Coordinate, consult
Probation Officers	As required	Consult
Personnel Office	Daily	Consult
Recreation Staff	Daily	Coordinate, inform, consult
Shift Employees	Daily	Direct, coordinate, guide, inform, supervise
Sentence Administration	Daily	Direct, coordinate, guide, inform
Staff College	As required	Consult, inform
Parole & Temporary Absence	As required	Consult, inform
Programs	Daily	Inform
Other Centres	Daily	Consult, inform
Community Corrections Offices	As required	Inform
Court & Prisoner Services	As Required	Coordinate, inform
Native Elder	As required	Coordinate, consult, Inform
Property management	Daily	Coordinate, consult, Inform
Contracted food services staff	Daily	Coordinate, inform, consult
External		
Social Services	As required	Consult, inform
Alberta Hospital Edmonton	As required	Consult, inform, coordinate
Contract Doctor, Dentist	As required	Consult and direct
Local Fire Services. & EMS	As required	Liaise
Other Government Departments	As required	Liaise, consult
Alberta Health Services	As required	Liaise, consult
Métis Nations	As required	Liaise, consult inform
Contract Maintenance Services	Daily	Consult
Police	Daily	Resolve complaints, inform, direct
General Public	Daily	Inform, consult, liaise, coordinate
Lawyers	Daily	Inform, resolve issues
Contract Security	As required	Consult, coordinate
Community Agencies	As required	Liaise, direct, consult, coordinate
Contractors	Weekly	Inform, consult, direct, negotiate
AUPE (Union Steward)	Daily	Liaise, consult, inform, resolve issues
Correctional Service Canada	As required	Inform, direct, coordinate, consult

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
Immigration Services	As required	Inform, coordinate, consult
Federal Investigator	As required	Consult
Community Residential Centres	Occasionally	Liaise, inform
Families of Offender	As required	Consult, inform
Office of the Ombudsman	As required	Inform
Judiciary/courts	As required	Liaise, consult, inform
Local Municipal Officials	As required	Liaise, consult, inform
Distributors/Suppliers	As required	Liaise, consult, inform

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](#)).

- Very specific policies and procedures provide guidance for the day to day operation of a remand/correctional centre. It is the responsibility of the deputy director of operations to generally interpret policy guidelines and ensure that specific needs of the centre, the offender population and staff are addressed through their decisions.
- Direction is provided to operational subordinates and the supervisors in order to ensure consistency between shifts and conformity with practices on other shifts, both in the centre and elsewhere in the Division.
- Many acts, statutes, agreements and regulations provide specific responsibilities as well as broad guidance of a general nature on the operation obligations and duties within a correctional facility. In certain areas, a great deal of latitude is nonetheless afforded to the shift manager, the deputy director of operations in interpreting or implementing this guidance.
- The deputy director of operations contributes to the overall achievement of the centre's aims and objectives and is actively involved in the day to day management of the centre.
- The deputy director is the operational manager that is responsible for the operation of the centre during and after hours and assumes the duties and responsibilities of the director in his/her absence.
- Provides leadership, direction, advice and guidance to correctional staff on the shift for which deputy director of operations is responsible.
- The scope and complexity of the job involves being responsible for planning, coordinating, directing and controlling teams of staff that are directly responsible for the care custody and control populations of inmates with diverse background who are being held for summary or indictable offences, immigration proceedings, federal inmates who are being assessed for placement or parole violation, sentenced inmates, remanded inmates, inmates with psychological and medical issues, and management of a gang culture within the confines of a minimum, medium or maximum security facility.
- Core competencies include: ethics and values, the maintenance of interpersonal relationships, motivational skills, report writing, conflict management, team building, collaboration, problem solving and decision making, change management skills, program planning, performance assessment, self-awareness, strategic thinking.
- Decision making abilities require an increased level of competency in dealing with difficult circumstances under stressful conditions.

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

- Consulting/coordinating/informing Disciplinary Hearing Adjudicators within the correctional and remand centres.
- Increased and expanded approval for the admission, transferring and release of intermittent servers (weekenders).
- Inmate populations at provincial correctional centres have increased by approximately 60 per cent since 2000-01, primarily driven by the rising remand population. Inmate populations are expected to continue to rise. Supervision of inmates is more staff intensive and challenging due to unresolved acute addictions, mental health concerns, family conflict, gang related issues, more violent and severe criminal charges and issues related to incompatibility of inmates as well as the anxiety related to the outcome of the charges against remand inmates. The changed inmate profile combined with the inmate population growth have contributed to increases in the total number of criminal incidents and occurrences of certain types of crime within centres involving drug activity, proliferation of gangs, assaults, and ongoing court challenges to standards and conditions within correctional facilities and remand centres making the position more demanding.
- Increased focus on professionalization and additional training of the increasing staff complement, with renewed focus on mentoring, development, engagement and retention strategies to effectively manage the increasing offender population.
- Increased use of innovative technology to expand videoconferencing and offender electronic monitoring

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

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](#)).

Signatures

The signatures below indicate that the manager (incumbent) and division director/ADM have read, discussed and agreed that the information accurately reflects the work assigned (See PP [Slide 54](#)).

Manager

_____	_____	_____
Name	Signature	Date

Supervisor

_____	_____	_____
Name	Signature	Date

Division Director/ADM

_____	_____	_____
Name	Signature	Date

This information is being collected under the authority of Section 10 of the Public Service Act and will be used to allocate positions within a classification plan and to manage the Alberta government human resources program. If you have any questions about the collection of this information, contact the Job Evaluation Unit, 6th Floor, Peace Hills Trust Tower, 10011 - 109 Street, Edmonton, Alberta T5J 3S8, phone 780/408-8400 or contact your Ministry Human Resource Office.