

Working Title Centre Director, Young Offender Centre		Name	Date
Position Number	Reports to Position No., Class & Level Executive Manager I	Division, Branch/Unit Correctional Services Division/Young Offender Branch	Ministry PSES
Present Classification Senior Manager 2		Requested Classification	Levels to Deputy Minister (Not including incumbent level)
Dept ID		Program Code	Project Code (if applicable)

Reason for Submission

☐ Reclass Request
 ☐ Update
 ☐ New Position Creation

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

Reporting directly to the Executive Director, Young Offender Branch, the Centre Director is responsible for the overall management, administration, development, coordination and monitoring of services provided by a young offender facility. The Centre Director is accordingly responsible for the allocation of human, financial and material resources in a manner consistent with the efficient and orderly delivery of institutional services. The Centre Director will also liaise and coordinate with other correctional service agencies and government ministries, youth justice programs, courts, private agencies, and police agencies to ensure efficient delivery of young person programs.

The Centre Director utilizes a trauma-informed approach in all interactions and procedures with youth, families, staff, the general public, and external stakeholders to promote positive outcomes for youth and a culture of health and safety for all.

**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](#)).

### Policy and Procedures:

- Makes recommendations to the Executive Director, regarding centre policies and procedures.
- Ensures consistent implementation and maintenance of divisional policies and procedures, and governing legislation within the young offender centre, through the development of Standing Operating Procedures.
- Supports government visions and values, inclusive of succession planning, employee satisfaction and engagement initiatives.

### Manpower Management:

- Assumes responsibility for the supervision of all centre staff.
- Has direct supervisory responsibility for the young offender centre's management team.
- Meets on a regular basis with immediate subordinate managers and utilizes a team approach for the purpose of planning, developing and reviewing all aspects of the young offender centre under his/her jurisdiction.
- Liaises, consults and collaborates with Human Resource Services regarding matters related to recruitment and employee labour relations.

### Authorities and Terms of Reference:

- Responsible for the overall management, administration, development, coordination and monitoring of services provided by a young offender facility.
- The *Youth Criminal Justice Act* and divisional policies provide the authority for the Centre Director's responsibilities.
- Specific responsibilities include: security, program services, school programming, physical plant, manpower and

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staffing, financial administration and staff development.

- The Centre Director constitutes the executive authority within the young offender centre and reports directly on all matters to the Executive Director, Young Offender Branch.
- Responsible for periodic review and ongoing monitoring of all facets of the young offender centre operation to ensure that optimum efficiencies are achieved, and provide direction to subordinate managers regarding the planning, implementation, development and monitoring of programs services and facilities.
- Consults regularly with the Executive Director, and where appropriate, other young offender Centre Directors in respect to application of standards, policies and procedures.
- The Centre Director must maintain balance in the dual aspects of enforcement, counselling and adherence to the principles of the *Youth Criminal Justice Act*, within the young offender centre.
- Must have knowledge of budget and financial control systems, and human resource management techniques, costs, staffing requirements and issues, and government fiscal policy. Responsibility includes financial control of the centre and the staff employed within it.
- Directly responsible for a broad range of decisions, subject to review by the Executive Director.
- Plans and develops the capital and operating budget. Regularly reviews (monthly) and maintains financial expenditures and required to review decisions made by subordinate managers of an operational, personnel or emergency nature.
- Issues directives pertaining to centre operations in accordance with divisional policies, and advises the Executive Director of any recommendations for changes to same.
- Reviews and makes decisions in regards to reintegration leaves, court reviews and community suspensions for young persons.
- Is a member of the Young Offender Branch Management Committee. Membership on other interdivisional, interdepartmental and intergovernmental committees may be required on an ad hoc basis.
- Provides daily direction to the Deputy Directors in respect of programs, operations, and administration. Additionally, the Centre Director is expected to ensure the most efficient allocation of manpower resources.
- The Centre Director evaluates the performance of the Program Director and Deputy Directors in an objective and impartial manner and reviews all supervisor performance agreements/contracts.
- The career development of young offender centre staff is the responsibility of the Centre Director. Through the monitoring and regular review of employee qualifications, their participation in training programs, employee competition for promotional opportunities and through regular consultation with subordinate managers, the Centre Director will remain apprised of employees with career development potential.
- The Centre Director is expected to ensure the appropriate application of the Master and Divisional Agreements within the young offender centre.
- The review of all disciplinary matters is required and the Centre Director is designated to hear grievances at level I.
- Responsible for ensuring that all required investigations, reviews and hearings are conducted prior to taking disciplinary action, or prior to making a recommendation respecting disciplinary action.
- Responsible for expediting the recruitment and selection of young offender centre staff as vacancies occur, and to sit as a member of recruitment panels for managerial positions within the center.

#### **Care Custody and Control of Young Persons:**

- Responsible for the care, custody and control of the young person population of the young offender centre, for maintaining young person behaviour management through the review and authorization of behaviour intervention review decisions.
- Ensures the development of contingency plans to deal with potential security and related crises.
- In emergency situations, is required to advise the Executive Director and follow the directions given in respect to the proper resolution of the matter.
- Conducts inspections of the physical plant on a regular basis to ensure that the facility is maintained in a safe, secure and efficient manner.
- Responds to young person and public complaints in respect to operations and programs within the centre. This may

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involve the appeal of behaviour intervention review decisions; appeal of young person transfer or investigation of an allegation of inappropriate treatment of a young person.

- Oversees all young person movement within and outside the centre (all admissions and releases); case management decisions and ensuring that effective placement/transfers occur according to the principle of least restrictive intervention.
- The Centre Director ensures the development and implementation of a fire and safety policy detailing specific action to be taken in the event of a fire related threat to young person/staff health and safety.

#### **Program Delivery and Evaluation:**

- The Centre Director ensures the implementation of divisional policy and procedure through the development of Standing Operating Procedures. The Centre Director will ensure directives pertaining to the operation of the centre are in accordance with the *Youth Criminal Justice Act* and divisional policies and procedures.
- Through young offender centre initiatives, will ensure dynamic development of operations and programs, and regularly reviews and monitors programs to ensure greater efficiency and responsiveness to changing culture and population, program implementation and new program initiatives in all areas of the young offender centre operation. The Centre Director may also pursue program initiatives with provincial implications through the Executive Director.
- Establishes positive working relations and liaison with other correctional centres, young offender centres and youth justice programs, private agencies, courts, police agencies, children's services agencies and educational institutions. The Centre Director establishes student placements at the young offender centre for students from various educational institutions. Extensive contact with the Executive Director is also maintained.
- Facilitates productive working relationships with community agencies, educational personnel, and professionals who are able to provide services not available within the centre program. This relates to various clinical components such as psychiatric, medical, neurological, paediatric, psychological etc., as well as a regular review process. The Centre Director has the responsibility to ensure that these various services are of high quality and designed to best meet the needs of the young person population.
- The Centre Director is a representative of the young offender centre and performs public relations and educational functions in relation to professional meetings with community agencies and the public at large.
- Ensures that cooperation is extended to members of the audit team of the centre, and will ensure the correction of identified deficiencies and take what ever follow-up action that is identified.

#### **Budgets and Financial Forecasts:**

- Acts as an expenditure officer for the young offender centre. In consultation with the Business Manager, the Centre Director plans and develops the capital and operating budget, monitors financial expenditures on a monthly basis, and ensures that all transactions and activities are in accordance with the provision of divisional fiscal policies.
- Is required to submit periodic financial forecasts to the Executive Director, Young Offender Branch and provide an analysis of each forecast, make adjustments in the operations to deal with any deficit situations and keep the Executive Director advised of the young offender centre's financial status.

#### **Facilities, Design and Renovations:**

- Conducts inspections of the physical plan on a regular basis to ensure that the facility is maintained in a safe, secure and efficient manner. As part of these inspections, the Centre Director is required to assess the need, determine parameters and make recommendations to the Executive Director for renovation of the young offender centre.

**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](#)).

- Extensive knowledge of the criminal justice system, relevant legislation such as the *Criminal Code of Canada*, the federal *Youth Criminal Justice Act* and Provincial youth justice/corrections legislation; government and departmental business planning goals and objectives, departmental policies and procedures, labour relations, budgeting, financial administration, human behaviour, behaviour management strategies and personnel management strategies and experience in a large organization.
- Effective planning and analytical skills, time management, interpersonal communications, leadership/delegation, and coordination skills. Ability to direct and monitor the progress of subordinate staff, create an environment for development and life long learning. Ability to evaluate and make timely well informed decisions based on experiential knowledge and solid judgement during crisis situations.
- Progressively responsible management experience in corrections or social services is a pre-requisite for this position. A working knowledge of the various components of the Justice and Solicitor General delivery system of youth justice practice and the relevant community resources and how to use them is essential.
- Strong leadership, decision making, planning, development and project/committee management, organizational and human relations are required.
- The Centre Director should have knowledge related to budget preparation, forecasting and cash flow controls. Concrete knowledge and understanding of Designated Expenditure Office Authority.
- Should have the ability to maintain a good working relationship with young persons and their families, with community agencies and professionals, with centre program and support staff and be able to provide strong leadership for the program support services area. Additionally, strong interpersonal skills to build and maintain effective working relationships with a variety of organizations and individuals including the police, the courts, other correctional centre directors and managers, union officials, human resource consultants, immediate supervisor, subordinate managers, advocacy and special management groups.
- Self-reflective skills
- Awareness of Indigenous culture and history (colonization, the residential schooling system, and intergenerational trauma)
- Acknowledgement, understanding, and respect for cultural diversity
- Knowledge and understanding of trauma and its impact on development and behaviour
- Knowledge and understanding of trauma-informed practice.
- Preference for a related university degree or equivalencies.
- Experience as a manager in a young offender centre or correctional centre is preferred.

**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](#)).

This position must coordinate and organize the efforts of several different department activities or functions across all areas of the department. Position prepares and administers a multi-million dollar budget and manages and supervises a staff complement of subordinate managers, bargaining unit employees, and young persons. Position provides direction to management and staff to ensure consistency between shifts and conformity with the practices and procedures in other centres in accordance with Divisional and Branch policy. Position establishes contact on a regular basis with representatives from the courts, advocacy groups, police, union officials, as well as occasional contact with the media.

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

The Centre Director faces challenges in variable or path finding situations where both the problems and the solutions must be identified. The incumbent is available and on-call on a twenty-four hour basis, to respond to young person issues, crisis management, suspension authorization, and employee labour relations matters within a twenty-four hour shift work operation. The position must balance the management of violent high profile young persons who have specialized/complex rehabilitative needs and the requirement of safe and supportive transition back to the community. Daily interpretation of complex federal youth legislation, sentence calculations and administration; as well as general administration of time intensive processes that resemble federal parole responsibilities. Examples of this include suspension and apprehension powers, re-release authority separate to the youth justice court authority.

**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
<b>Internal</b>		
Staff, Managers	Daily	Direct, coordinate, liaise
Centre Directors	Daily	Coordinate, liaise
Aboriginal Justice Initiatives	Monthly	Consult
Centre Aboriginal Coordinator	Daily	Coordinate and consult
Personnel	Daily	Consult, coordinate, resolve
Young Persons	As Required	Consult, receive direction, advise
Executive Director	Daily	Provide updates and consult
Public Service Commission	Weekly	Advise, consult
Communications	Regularly	Consult, resolve labour problems
Chapter AUPE Members	Monthly	Liaise, consult
Security Operations (Sheriff)	Monthly	Consult, advise
Training Academy	Monthly	Liaise, consult, advise
Young Offender Branch (Senior Managers)	Daily	Consult, advise
Community Corrections Offices/Youth Attendance Centres	Weekly	Liaise, consult
<b>External</b>		
Alberta Child and Family Services	Monthly	Consult, advise, liaise
Contracted Services (Educational Services, Alberta Health Services, Chaplain Services, Food Services)	Weekly	Consult, direct, advise
Alberta Infrastructure	Daily	Liaise, consult, advise
Community Agencies	Daily	Consult, coordinate
Police Services	Weekly	Consult, advise
AUPE, Membership Services Officers	Occasionally	Inform, direct, consult
Lawyers / Crown Prosecutors	Weekly	Advise, consult
Court Services	Weekly	Advise, consult
Young Person families	Occasionally	Advise, negotiate
Ombudsman	Occasionally	Consult, advise
Office of the Child and Youth Advocate	Occasionally	Liaise, advise
Judiciary	Occasionally	Meetings, tours
Local Municipal Officials	Occasionally	Liaise, advise
Media	Occasionally	Redirect to Communications
Distributors/Suppliers	Monthly	Liaise, consult, advise

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Parents/Public Sector

Occasionally

Provide information, clarification

**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 Centre Director is responsible for the efficient allocation of human, financial and material resources in accordance with departmental policy. The care, custody and control of the young person population using a trauma-informed approach in relation to balancing the needs of the youth and the protection of the public/community are of significant importance. This position is delegated as a Provincial Director representative under the *Youth Criminal Justice Act*. Additionally, this position has authority to initiate responses in the event of emergency or crisis situations. Balancing is required in dealing with various competing interest groups both within and outside the Centre.

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

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

Provincial Adult Correctional facilities that include scope of managing a remanded and sentenced population.

**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](#)).