

## New

Ministry

Public Safety and Emergency Services

### Describe: Basic Job Details

#### Position

Position ID

Position Name (30 characters)

Deputy Registrar

Requested Class

Job Focus

Supervisory Level

Agency (ministry) code

Cost Centre

Program Code: (enter if required)

#### Employee

Employee Name (or Vacant)

#### Organizational Structure

Division, Branch/Unit

☐ Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

Supervisor's Current Class

### Design: Identify Job Duties and Value

#### Job Purpose and Organizational Context

Why the job exists:

The *Police Act* was amended in December 2022 to create the legislative authority to establish a new arm's-length agency to manage complaints against the police and conduct disciplinary proceedings. The Police Review Commission will be established upon proclamation of relevant sections of the Police Amendment Act (2022) in 2025.

The Police Review Commission (PRC) will be responsible for overseeing the police complaints process for Alberta police services. The PRC will be at the forefront of leading and supporting police services through a significant change in process and philosophy.

The PRC's disciplinary hearing process is initiated when an investigation finds misconduct may have occurred and the matter cannot be resolved through any other means except through a hearing. These hearings require clear procedural rules, fair and timely execution, and decision-making independence to maintain the public's trust in police accountability.

The Deputy Registrar receives strategic and operational direction from the Minister-appointed Registrar, and reports to the Executive Director of Corporate Services. The Deputy Registrar is the full-time operational lead for the hearing secretariat and carries out functions of the Registrar under the *Police Act* as delegated and leads the development and maintenance of the PRC's Hearing Guideline. The Registrar is a part-time, appointed role with statutory authority and the Deputy Registrar is responsible for managing the daily operations of the hearings function. These responsibilities

may include maintaining a list of presiding officers, scheduling or assigning presiding officers for hearings, arranging pre-hearing conferences, publishing hearing decisions, overseeing hearing logistics, and any functions delegated by the Registrar under the *Police Act*.

The Deputy Registrar is the primary legal advisor to the Registrar on matters relating to the hearing process and procedural fairness. The Deputy Registrar also leads the foundational work required to operationalize the PRC's hearings framework.

## Responsibilities

Job outcomes (4-6 core results), and for each outcome, 4-6 corresponding activities:

- 1. Disciplinary hearing coordination** - public trust in policing is maintained through disciplinary hearings that are fair, timely, transparent, and reflect principles of administrative law.
  - Leads the PRC's hearing secretariat, overseeing all tasks required to facilitate a disciplinary hearing in accordance with the *Police Act*.
  - Executes delegated functions of the Registrar as outlined in the *Police Act* and in accordance with PRC Hearing Guideline, which may include selecting presiding officers, assigning hearing panels, and managing pre-hearing processes.
  - Oversees the scheduling and coordination of hearings, working with counsel for subject officers and the PRC, subject officers, adjudicators, and PRC staff.
  - Oversees payments to vendors (e.g., for booking hearing venues) and the processing of honoraria for presiding officers.
  - Coordinates with representatives of the PRC and subject officers and ensures the appropriate flow of documentation, evidence, and submissions.
  - Manages assignment, onboarding, scheduling and other support for presiding officers, such as tracking qualifications, processing honoraria, and maintaining and publishing records of decision in accordance with the *Police Act*.
  - Manages logistics for remote and in-person hearings, ensuring that technological, procedural, and physical access needs are met.
  - Ensures timely preparation, filing, and dissemination of hearing notices, pre-hearing conference reports, and decisions.
  - Manages the hearing secretariat's operational budget, including tracking expenditures and financial planning for hearing-related activities.
  - Enforces procedural fairness and consistency by developing and maintaining the PRC Hearing Guideline, monitoring its application by presiding officers, and advising the Registrar on procedural concerns or patterns that may warrant intervention.
  - Oversees the security and retention of hearing records, exhibits, and hearing decisions in accordance with *Police Act* and the Government of Alberta's information management policies.
  - Acts as the primary point of contact for hearing-related inquiries from police services, legal counsel for subject officers and the PRC, presiding officers, complainants and community stakeholders.
  - Supports transparency in the disciplinary hearing process by ensuring that public-facing documents and outcomes are accurate, accessible, and communicated in accordance with applicable legislation and PRC policy.
  - Oversees the hearing secretariat's coordination of interpretation services, cultural protocols, accessibility accommodations, and scheduling preferences for participants.
  - Ensures parties receive timely updates and are kept informed of their roles and responsibilities throughout the hearing process.
- 2. Hearing framework and policy development** - consistency and effectiveness in the hearing process is advanced through a structured approach to hearing policies and procedures.
  - Leads the creation, evaluation, and ongoing refinement of hearing-related policies, practices, templates, and procedural documents.
  - Develops, implements and maintains the PRC Hearing Guideline as a living procedural document, incorporating legislative amendments, presiding officer and stakeholder feedback, and evolving legal standards.
  - Engages with subject officers, the PRC, presiding officers, and stakeholders to assess processes, accessibility,

and integrity of the PRC's hearing system.

- Provides input into legislative and regulatory reform initiatives that affect the hearing process.
- Prepares materials and presentations to explain the hearing process to different internal and external audiences.
- Supports hearing practices that align with LERB expectations to reduce the likelihood of reversals or procedural challenges.
- Treats LERB appeal outcomes as a feedback mechanism for strengthening administrative fairness within the PRC.

**3. Strategic and legal advice** - the Registrar is supported in their decision-making through access to timely, accurate, and relevant information and advice about the disciplinary hearing process.

- Prepares reports and briefing materials to support the Registrar in fulfilling their legislative responsibilities and mandate.
- Develops and oversees the development of policy and procedural recommendations related to hearings.
- Monitors appeal outcomes at LERB to identify procedural gaps or risks in PRC disciplinary hearings.
- Provides operational updates to the Executive Director of Corporate Services, particularly on hearing volumes, timelines, and resource needs.
- Coordinates with ministry partners as required to support the administration and delivery of the disciplinary hearing process.
- Maintains internal dashboards, tracking systems, and progress reports to monitor hearing volume, timelines, presiding officer assignments, and outcome trends.
- Identifies systemic challenges, procedural gaps, and operational risks within the hearings process, and advises the Registrar on options to address issues or risks.
- Provides legal advice to the Registrar on matters of legislative interpretation, procedural fairness, and administrative law as they relate to the conduct of disciplinary hearings.
- Assists in the interpretation and application of the *Police Act*, Police Service Regulation, and relevant case law in the context of specific hearings.
- Analyzes legal precedent and emerging case law to inform the development of the PRC Hearing Guideline and procedural tools used by presiding officers.
- Develops training materials and guidance documents to support presiding officers and presenting officers in applying hearing procedures and legal standards.
- Leads strategic planning for the hearing secretariat, including initiatives related to procedural integrity, transparency, and resource allocation, and prepares an annual report on hearings activities that may supplement the PRC's broader reporting.

**4. Strategic leadership and unit administration** - strategic leadership and effective change management contribute to increased transparency, strengthened public trust in police, and the integrity of the disciplinary hearings process.

- Leads unit recruitment activities, onboarding, and professional development to support the long-term operations and continuous improvement of the PRC hearing secretariat.
- Champions the principles of equity, diversity, and inclusion, integrates these principles into organizational practices and holds colleagues, managers, and staff accountable to adhering to these principles.
- Leads and oversees the unit's performance excellence cycle in a manner that promotes achievement of the PRC's goals and strategies and supports staff and manager development.
- Documents appropriate approvals for business activities such as budget, travel, training, and honorariums.
- Develops, implements, and continually enhances human resource planning strategies, including recruitment, leadership development and succession planning, to meet short-term and long-term human resource requirements.

## Problem Solving

Typical problems solved:

The Deputy Registrar oversees legally complex procedural and legislative matters, navigating legal ambiguities and

coordinating high-stakes interactions among multiple stakeholders, all while upholding the independence and integrity of the disciplinary hearing process.

Police disciplinary hearings often involve sensitive and convoluted allegations, public interest considerations, and conflicting expectations between police services, subject officers, the PRC, and the public. The position requires sound judgment, impartiality, and the ability to uphold procedural fairness while navigating ambiguity or emerging legal issues. The Deputy Registrar supports the Registrar, who holds independent statutory authority under the *Police Act*, and must interpret and apply the PRC Hearing Guideline in cases where precedent is lacking or procedural gaps arise, while remaining grounded in the principles of natural justice and administrative law.

A central challenge of the role involves navigating the Deputy Registrar's unique dual reporting relationship. While operationally reporting to the Executive Director of Corporate Services, the Deputy Registrar also receives direction from the Registrar, who holds independent statutory authority under the *Police Act*. This structure can create tension when the Registrar's decisions conflict with the desired direction of the Executive Director of Corporate Services and the PRC's chief executive officer. The Deputy Registrar is often required to act as a bridge between the independent hearing function and the administrative oversight of the PRC, balancing legal mandates with operational realities.

The Deputy Registrar regularly addresses complex legal questions that arise during the lifecycle of a disciplinary hearing. This includes interpreting the *Police Act* and Police Service Regulation in light of emerging case law, responding to jurisdictional disputes, advising on procedural rights, and the application of natural justice in contested matters. The role prepares and presents analysis on complex legal matters, such as Charter-related concerns, parallel criminal proceedings, late disclosure, or requests for anonymity, accommodations, adjournments, or appeals. The Deputy Registrar also addresses procedural or reasoning issues that may lead to appeals to LERB and uses appeal outcomes to strengthen hearing practices and minimize the risk of decisions being overturned. This position advises the Registrar on the legal risks of proposed procedural changes, drafts or reviews rulings where appropriate, and helps develop defensible and transparent hearing processes that can withstand judicial scrutiny. In this context, formal legal training and sound legal judgment are essential to protect the integrity of the hearing process and uphold administrative fairness in high stakes, often contested environments.

#### Types of guidance available for problem solving:

The Deputy Registrar operates under the *Police Act*, Police Service Regulation, PRC Hearing Guideline, and relevant administrative law principles and case law. While legislation provides the broad framework, the Deputy Registrar must often exercise discretion to address novel or unforeseen issues.

Strategic guidance and broad direction is available from the Minister's appointed Registrar. Access to external legal counsel may be available in select cases to support complex legal interpretation; however, this is subject to budgetary constraints and may not always be feasible. Given the unique structure of the PRC, this role frequently requires independent decision-making where outside guidance is limited. As a result, the Deputy Registrar must independently interpret legislation, assess procedural fairness issues, and apply relevant case law when addressing matters. These may include jurisdictional challenges, admissibility disputes, requests for accommodations or anonymity, Charter-related concerns, or the scheduling of hearings alongside criminal proceedings. Given the legal complexity and real-time nature of these issues, the position requires formal legal training, sound judgment, and the ability to develop defensible, procedurally fair approaches without the benefit of routine external guidance.

#### Direct or indirect impacts of decisions:

The Deputy Registrar's decisions directly impact the integrity, efficiency, and transparency of the PRC's disciplinary hearings process. This includes managing hearing timelines, interpreting legislative and procedural requirements, and coordinating legal documentation and multi-party participation. Many of the decisions made in this role require the application of administrative law principles, careful legal analysis, and the exercise of discretion in complex or evolving situations. Missteps in decision-making can result in procedural delays, appeals, litigation, or findings of unfairness that may undermine the credibility of the PRC and erode public trust in the oversight of policing.

In some cases, hearing outcomes or aspects of the hearing process may be subject to appeal or judicial review, increasing the sensitivity and scrutiny of the Deputy Registrar's actions. The Deputy Registrar's decisions shape how well PRC hearings hold up on appeal at LERB, directly influencing the credibility and resilience of the disciplinary process. As the lead for the hearing secretariat and legal advisor to the Registrar, the Deputy Registrar is responsible

for making sound, well-reasoned decisions that are legally defensible, procedurally fair, and timely. This requires formal legal training and the ability to interpret statute, case law, and principles of natural justice in real time. This role plays a key part in setting a tone of procedural excellence and in fostering respectful engagement with parties navigating high-stakes disciplinary proceedings.

## Key Relationships

Major stakeholders and purpose of interactions:

### Internal

- Direct reports - provides supervision, direction, and support.
- Registrar - receives strategic and operational direction, exercises delegated duties of the registrar and provides advice and updates.
- Executive Director, Corporate Services - receive operational direction, and operational decisions (e.g., vacation requests, staffing decisions, expenditure officer approval, etc.).
- PRC leadership - reports on trends and risks concerning the disciplinary hearing process and provides advice on issues impacting the disciplinary hearing process.
- Case management unit - request case information and documentation, coordinate preparing of hearing files.
- Investigations unit - request information about investigative reports and findings, coordinate availability of investigators to provide testimony at hearings.
- PRC legal counsel - provide hearing packages, coordinate hearing schedules, and to inform about hearing process.
- Other PRC units (e.g., Operations, Policy, Communications) - share information and coordinate publication of information.

### External

- Police services (municipal, First Nations) - coordinates hearing participation, disclosure, and logistics.
- Police associations - share information about the Hearing Guidelines and procedures and responds to questions about the hearing process.
- Subject officer legal counsel - coordinates hearing participation, disclosure, and logistics.
- Presiding officers - provides procedural guidance, schedules hearings, and coordinates publication decisions.
- Law Enforcement Review Board - monitors appeal decisions to identify risks or trends and uses outcomes to inform procedural improvements and strengthen the PRC hearing secretariat.
- Other regulatory tribunals in Alberta and Canada - shares information and best practices.
- Indigenous and community organizations - facilitates culturally appropriate participation and access to the hearing process, share information about the hearing process.
- Ministry partners (e.g., Justice, Public Safety and Emergency Services) - share information and provide advice concerning the PRC's disciplinary hearing process.
- General public - responds to inquiries and facilitates public access to hearing decisions and outcomes, where permitted.

## Required Education, Experience and Technical Competencies

Education Level

Focus/Major

2nd Major/Minor if applicable

Designation

**Bachelor's Degree (4 year)**

If other, specify:

**A Bachelor of Laws (LL.B.) or Juris Doctor (JD), and active member or immediate eligibility for full membership**

Job-specific experience, technical competencies, certification and/or training:

### Job-specific experience

- Minimum 7 years of progressively responsible experience in administrative law, regulatory tribunals, criminal law, or regulatory affairs.
- Some experience in criminal law, with general familiarity with police-related matters and use of force under the *Criminal Code* and *Police Act*, including awareness of relevant case law.
- Experience managing quasi-judicial processes, disciplinary systems, or professional regulatory frameworks.

### Technical competencies, certification, and/or training

- Must possess a law degree and be an active member of the Law Society of Alberta in good standing.
- In-depth understanding of investigative processes and police operations, including tactics, training, and policy.
- Advanced knowledge of administrative law, procedural fairness, and tribunal coordination.
- Basic understanding of substantive criminal law, criminal procedure, rules of evidence, and lawful access.
- Familiarity with relevant federal and provincial legislation, including the *Criminal Code*, *Police Act*, and *Canada Evidence Act*.
- Knowledge of Alberta Crown Prosecution Service (ACPS) and police service operational policies and practices, as well as PRC policies once developed.
- Experience interpreting legislation, developing legal arguments, and identifying procedural risks.
- Superior legal writing skills and the ability to produce accessible materials for diverse audiences, such as technical, legal, public, and media audiences.
- Ability to prepare strategic plans, annual reports and confidential briefings.
- Proficiency in case management, document systems, and business productivity software.
- Strong understanding of the roles and relationships between police services, Crown prosecutors, and oversight bodies.
- Completion of enhanced security screening requirements necessary to access confidential PRC investigative information and materials.
- Awareness of the broader political, legislative, and social context in which the PRC operates.
- Knowledge of government financial management, including budgeting, payment processing, and expenditure tracking.
- Ability to manage staff, delegate responsibilities, and provide performance support in a small team environment.
- Strong interpersonal and diplomatic skills to navigate sensitive relationships and operational tension between the Registrar's independent mandate and the broader organizational interests of the PRC.

## Behavioral Competencies

Pick 4-5 representative behavioral competencies and their level.

Competency	Level					Level Definition	Examples of how this level best represents the job
	A	B	C	D	E		
Drive for Results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<b>Works to remove barriers to outcomes, sticking to principles:</b> <ul style="list-style-type: none"> <li>• Forecasts and proactively addresses project challenges</li> <li>• Removes barriers to collaboration and achievement of outcomes</li> <li>• Upholds principles and confronts problems directly</li> <li>• Considers complex factors and aligns solutions with broader organization mission</li> </ul>	Prepares disciplinary hearing outcome reports. These circumstances are complex, and the Deputy Registrar must consider complex factors in their recommendations.
Develop Networks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<b>Makes working with a wide range of parties an imperative:</b> <ul style="list-style-type: none"> <li>• Creates impactful relationships with the right people</li> <li>• Ensures needs of varying groups are represented</li> </ul>	Works closely with police services, presiding officers, presenting officers, and community partners. These relationships build trust in the PRC and impact public trust is policing.

		<ul style="list-style-type: none"> <li>• Goes beyond to meet stakeholder needs</li> <li>• Ensures all needs are heard and understood</li> </ul>	
Develop Self and Others	○ ○ ○ ● ○	<p>Encourages development and integration of emerging methods:</p> <ul style="list-style-type: none"> <li>• Shapes group learning for team development</li> <li>• Employs emerging methods towards goals</li> <li>• Creates a shared learning environment</li> <li>• Works with individuals to develop personal development plans</li> </ul>	<p>Provides expert legal advice to improve and maintain the PRC's disciplinary process.</p> <p>This includes maintain the hearing guidelines, supporting policy development and identifying gaps within the hearing secretariat.</p>