

## New

Ministry

Public Safety and Emergency Services

### Describe: Basic Job Details

#### Position

Position ID

Position Name (30 characters)

Manager, Training &amp; Development

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 and will have approximately 150 staff. At implementation, the PRC will be at the forefront of leading and supporting police services through a significant change in process and philosophy.

Prior to implementation of the PRC, the Manager of Training and Development reports to the Director of Policy and Change Management of the PRC Implementation Team. The Manager of Training Development is responsible for leading a team to design and implement a training framework, curriculum/instructional design and developing an onboarding plan for the PRC. Receiving direction from the director, the manager plans unit operations, human resources and financial resources to deliver outcomes and develop branch and agency capacity, and guides and mentors team members as they contribute to achieving the team's mandate. As a member of the branch leadership team, the manager provides input to inform branch planning, reporting and issues management. The manager works seamlessly with staff and leadership within the branch and provides expert and professional advice to senior/executive leadership.

Following implementation, the position will report through the Operational Support Services branch of the PRC. The Manager of Training and Development is responsible for coordinating the planning, design, development, maintenance, delivery, and evaluation of training initiatives, and facilitates staff onboarding processes as they relate to training. The manager plans team operations, and human and financial resources to deliver outcomes, and guides and mentors team members as they contribute to achieving the PRC's mandate. As a member of the PRC leadership team, the manager provides advice and recommendations to inform PRC planning and reporting in regard to training and professional development of staff.

## Responsibilities

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

### **1. Leadership and oversight of training and development programs** - *The PRC is supported in achieving its mandate by the implementation and maintenance of training frameworks that match the needs of stakeholders and the organization.*

- Leads the development of the PRC training framework and curriculum design. This includes tailoring training to the specific needs of PRC staff, such as onboarding, case management, file resolution, investigations, and policy subject matter, to ensure training aligns with the PRC mandate and strategic objectives to continuously enhance staff performance and service delivery.
- Leads the creation of training programs, and the effective and efficient delivery of these programs to PRC staff, including continuous improvement, review and evergreening of courses and content.
- Researches new and evolving trends in relation to police oversight and policing subject matter which are topical and relevant to the PRC mandate and prepare recommendations to senior leadership as part of the review and development of the agency's training plan.
- Leads, reviews and approves training project activities, and prepares final project reports.
- Promotes equity, diversity and inclusion principles, trauma-informed approaches, and de-escalation strategies through training frameworks while ensuring these programs are culturally relevant.
- Supports various learning modalities when developing training programs, such as workshops, e-learning, hybrid learning, simulation training, and scenario-based exercises.
- Establishes metrics and feedback mechanisms to regularly evaluate training programs and onboarding processes to determine validity and appropriateness of the programs. Report findings to senior leadership.
- Leads development of the onboarding program for new staff.

### **2. Stakeholder management** - *The PRC's priorities and mandate are advanced through continued strong relationships among law enforcement and community organizations.*

- Builds collaborative, open, and consultative relationships and partnerships with multiple complex stakeholders for the purpose of developing and updating a training framework for the PRC.
- Supports the development of strategic engagement plans with a primary focus on training development.
- Identifies and implements the most appropriate engagement strategies, software, and delivery methods for effective training outreach and communication.
- Oversees meetings, discussions and workshops on training frameworks, ensuring effective coordination and communication among internal and external stakeholders.
- Works directly with internal and external stakeholders to organize formal and informal training events and information sessions.
- Collaborates with the community connections team to develop and deliver training and information sessions for external stakeholders on a variety of PRC topics.

### **3. Project management** - *The PRC's priorities and mandate are advanced through strategic planning, coordination, and delivery of training frameworks and programs.*

- Leads the evaluation and implementation of new training contracts and learning systems to ensure these products meet organizational needs and align with training goals.
- Works with PRC staff and vendors/stakeholders to negotiate terms of contracts and grants while confirming the terms align with the PRC's training requirements and budget constraints.
- Oversees new projects to develop personalized onboarding schedules and training packages that incorporate foundational and role-specific skills, to ensure staff members are equipped for success.
- Uses exceptional organizational and facilitation skills to ensure project or working group objectives are met.
- Provides advice on issues management and determining the appropriate sequencing of actions and decisions

to support outcomes.

- Works collaboratively with internal and external stakeholders to provide advice and facilitate decision-making.
- Identifies potential information linkages, and analyzes information gathered from various internal and external stakeholders.
- Works with impacted stakeholders to determine appropriate responses where issues are identified, making recommendations on courses of action, undertaking analysis and synthesizing information to address concerns.
- Develops and follows established project management processes within the Police Review Commission to ensure appropriate prioritization, resourcing, and alignment of activities.
- Develops and documents processes that support collaboration and communication with the agency's executive team, branches and units about timing and process, such as critical paths, project plans, process maps and timeline diagrams.

**4. Organizational change management** - The PRC's mandate is advanced through targeted change management strategies.

- Establishes detailed plans for onboarding staff, transitioning staff to different roles within the PRC, role-specific training programs, and resources to support adoption of new processes and policies as it relates to training.
- Delivers targeted change management workshops and training sessions, to address challenges and support staff.
- Collaborates with branch managers to identify staff members to serve as ambassadors for change, promoting new initiatives and providing close support to their teams.
- Uses various forms of communication to keep staff and stakeholders informed on relevant changes and expectations, fostering trust, transparency, and ongoing support to PRC staff.
- Tracks staff progress, completion rates and openness to change and identifies areas that may require additional support for change.

**5. Team administration and leadership** - Manage, coach, and develop a team of professional staff in support of the PRC's training and development program.

- Provides guidance, mentorship, and advice to staff.
- Engages staff and promote a culture that encourages feedback, embraces innovation, and fosters mutual respect.
- Encourages staff to maintain positive working relationships with diverse stakeholders to develop and deliver the best solutions within established timelines.
- Fosters a culture of holistic and strategic thinking about agency functions and how they impact current and future agency priorities and operations.
- Manages team human resources (e.g., recruitment of staff, development of performance agreements and learning plans, performance management, and ongoing allocation and management of workload).
- Ensures the principles of equity, diversity and inclusion are integrated into the vision and training framework of the organization.
- Provides appropriate maintenance and security of records, including appropriate disposition of transitory information, and ensure staff handle records appropriately.
- Delivers assignments on time and in a manner that meets the requirements of senior leadership.
- Acts for the director, as required.

## Problem Solving

Typical problems solved:

Public trust and confidence in policing are enhanced by an effective and efficient oversight model. There have been significant concerns raised by Albertans about the existing police complaints process. Challenges in the current system include inconsistent approaches to police oversight investigations and resolutions, training, and limited resources for professional development. These issues can impact public confidence. The Manager of Training and Development addresses these challenges by leading the creation, implementation, and evaluation of a comprehensive training program for PRC staff. This includes developing a training framework and curriculum to improve the knowledge base and skills of PRC staff and create consistent practices across all operational areas, ensuring alignment with organizational objectives and legislative requirements.

The Manager of Training and Development plays a key role in preparing staff for success by equipping them with the essential skills, knowledge and resources required to excel in their roles. Through targeted training programs and continuous learning initiatives, the manager ensures that staff are fully prepared to meet the demands of their responsibilities. The position must also evaluate training programs and training gaps to identify opportunities for continuous improvement of training content. This supports and strengthens the PRC's capacity to deliver unbiased, consistent, and transparent oversight, resulting in enhanced public trust in police in Alberta.

Types of guidance available for problem solving:

The position will work within a variety of regulations, standards, and policies. This role will be required to navigate GoA human resources, information technology, training, and procurement policies and processes. Under the oversight of the director and executive director, the position will be required to interpret a variety of legislation and policy, and in turn develop training to guide the new service delivery model for police complaints and disciplinary processes.

Guidance is available from the director. Advice and support are also available from other managers and staff in the PRC, and from police oversight agencies, where applicable. However, this advice must be considered in the context of the organizational environment (e.g., individual risk tolerance, availability of staffing resources, etc.), and others in the agency are unlikely to have significant experience in training or the field of adult learning.

Direct or indirect impacts of decisions:

The position has a direct impact on the training standards and competency development of the PRC. Inadequate or non-existent training plans and deliverables lead to inadequately trained and prepared staff. An agile, detailed and meaningful training framework will provide for a professional and well-trained organization. In turn, this will have a positive impact on all Albertans, police services and community partners that interact with the police complaints process and the Alberta Serious Incident Response Team (ASIRT).

## Key Relationships

Major stakeholders and purpose of interactions:

### Internal

- Director - strategic and operational direction, immediate supervisory direction and project assignment.
- Executive director - provide comprehensive and integrated advice on the PRC's training framework and curriculum design, track project progress, raise awareness of emerging issues that require senior leadership/executive involvement, and participate in branch planning and reporting.
- Teammates in the PRC and implementation team - share information, seek input into training content, and leverage different subject matter expertise.
- Direct reports - to provide direction, coaching and mentoring to support professional development, integrate team planning and reporting at the unit level, and guide decision-making on complex issues.
- Divisions and branches within the Ministry of Public Safety and Emergency Services - share information, collaborate, co-design content, and determine training and development needs of all staff in the Police Review Commission.
- Cross-ministry partners (e.g., Public Service Commission, Infrastructure, Justice, Technology and Innovation, Service Alberta and Red Tape Reduction, Communications and Public Engagement, etc.) - share information, collaborate, and seek and share advice.

### External

- Police services and organizations (municipal police services, First Nations police services, RCMP, police associations, ALERT) - work collaboratively with external partners and organizations to identify training needs and gaps, training strategies, and curriculum design requirements.
- Indigenous communities - collaborate and discuss training topics and seek to understand the perspective of Indigenous Peoples as it relates to the training, development and engagement needs of the PRC.
- Contractors and consultants - provide direction and share information in support of the development, implementation and maintenance of the PRC's training framework and curriculum design.

## Required Education, Experience and Technical Competencies

Education Level	Focus/Major	2nd Major/Minor if applicable	Designation
Bachelor's Degree (4 year)			

If other, specify:

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

#### Education

- University graduation in a related field (Policy Studies, Education, Education Technology, Public Policy, Sociology, Criminology, Political Science, etc.), supplemented by four years related experience.

Equivalency - Directly related education or experience considered on the basis of:

- 1 year of education for 1 year of experience; or
- 1 year of experience for 1 year of education.

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

- Expert knowledge and experience with adult learning theories and their application in designing, developing, and delivering training programs.
- Strong proficiency for creating effective training materials, online training methodologies and managing learning management systems.
- Experience delivering training for complex systems and providing ongoing user support and training evaluation.
- Experience in quality management, managing test phases (e.g., performance and endurance testing), and creating test cases from requirements to ensure system reliability.
- Advanced knowledge of a variety of software applications (e.g., Microsoft Office Suite, Articulate, etc.), and ability to learn how to use new and proprietary software.
- Creativity and innovation to develop training initiatives and resources that foster continuous improvement.
- Ability to analyze systems and processes, provide advice on prioritization and make data-driven recommendations.
- Experience in stakeholder engagement, government business, HR, and procurement processes.
- Experience with project management, including developing and implementing project plans, assigning accountabilities, and evaluating outcomes.
- Strong interpersonal, verbal, and written communication skills, with the ability to adapt content to diverse audiences.
- Proven ability to establish and maintain effective working relationships across a wide array of stakeholders, including government, law enforcement and sector staff.
- Advanced facilitation, negotiation, and consulting skills to resolve conflicts and build consensus.
- Demonstrated ability to lead through influence, motivate and guide staff through organizational transformation and change.
- In-depth understanding and application of change management principles and processes, particularly within law enforcement or government organizations.
- Strategic thinking and planning skills to synthesize and interpret information from varied sources, with strong political acumen to navigate sensitive issues and decision-making processes.
- Creativity and innovation to develop training initiatives and resources that foster continuous improvement.
- Ability to analyze systems and processes, provide advice on prioritization and make data-driven recommendations.
- Advanced understanding of relevant legislation and regulations, such as the Police Act.

#### 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		

Systems Thinking	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	<p>Takes a long-term view towards organization's objectives and how to achieve them:</p> <ul style="list-style-type: none"> <li>• Takes holistic long-term view of challenges and opportunities</li> <li>• Anticipates outcomes and potential impacts, seeks stakeholder perspectives</li> <li>• Works towards actions and plans aligned with APS values</li> <li>• Works with others to identify areas for collaboration</li> </ul>	<p>The manager must consider how changes to legislation, such as updates to the <i>Police Act</i>, impact multiple branches of the organization and uses that understanding to design training programs that ensure legal compliance, operational alignment, and stakeholder engagement.</p>
Develop Networks	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	<p>Leverages relationships to build input and perspective:</p> <ul style="list-style-type: none"> <li>• Looks broadly to engage stakeholders</li> <li>• Open to perspectives towards long-term goals</li> <li>• Actively seeks input into change initiatives</li> <li>• Maintains stakeholder relationships</li> </ul>	<p>The manager must consider the importance of building and maintaining strong networks across government, law enforcement, and community stakeholders and uses those relationships to foster collaboration, address shared challenges and ensure the successful implementation of training initiatives.</p>
Drive for Results	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	<p>Takes and delegates responsibility for outcomes:</p> <ul style="list-style-type: none"> <li>• Uses variety of resources to monitor own performance standards</li> <li>• Acknowledges even indirect responsibility</li> <li>• Commits to what is good for Albertans even if not immediately accepted</li> <li>• Reaches goals consistent with APS direction</li> </ul>	<p>The manager must focus on achieving measurable outcomes and uses this drive for results to develop and implement training programs that enhance staff performance, address organizational priorities, and ensure alignment with the Police Review Commission's mandate.</p>

Build Collaborative Environments	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	<p>Collaborates across functional areas and proactively addresses conflict:</p> <ul style="list-style-type: none"> <li>• Encourages broad thinking on projects, and works to eliminate barriers to progress</li> <li>• Facilitates communication and collaboration</li> <li>• Anticipates and reduces conflict at the outset</li> <li>• Credits others and gets talent recognized</li> <li>• Promotes collaboration and commitment</li> </ul>	<p>The manager must prioritize creating a culture of teamwork and uses this focus on building collaborative environments to foster open communication, encourage knowledge sharing and align diverse stakeholders toward common goals within the Police Review Commission.</p>
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