

JOB DESCRIPTION

Working Title Centre Director	Name
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Position Number	Reports to Position No., Class & Level Executive Director, Custody Operations	Division, Branch/Unit Correctional Services Division – Custody Operations Adult Centre Operations	Ministry Public Safety and Emergency Services
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Present Classification SM2	Requested Classification	Levels to Deputy Minister (Not including incumbent level) 2
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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 executive director of Adult Centre Operations Branch, the director manages and provides leadership for the operation of an adult correctional or remand centre in the province of Alberta. The correctional/remand centre is an integral part of the criminal justice system and contributes to achieving the goal of ensuring that communities are safe. To contribute to this goal, the centre director oversees and is responsible for the entire operation including the legal administration of orders of the courts including the admission, detention and release of inmates under various judicial documents; the provision of deterrence and rehabilitation of inmates through custody and correctional programs; the responsible fiscal management of the correctional centre budget; providing a safe and secure environment for inmates and staff; and leadership and management of a large team of correctional employees in a complex correctional environment that operates 24 hours per day, 7 days per week. Objectives are achieved by working collaboratively with other members of the criminal justice community, managers, other senior managers and executive managers in the Ministry to ensure that identified goals are effectively communicated and actualized through the correctional staff team at the correctional/remand centre. Centre directors must respond to emergency situations on a day-to-day basis, as well remain informed about current correctional trends, best practices and current strategic government and Ministry goals to be responsive to long range objectives and emerging influences.

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](#)).

Administration of Judicial Orders:

- Dedicates appropriate and well trained human resources to interpret and calculate all judicial orders, warrants and sentences in conjunction with relevant legislation, departmental policy and centre standing operating procedures, to guarantee the legal detention, and prevent the wrongful release of inmates, and to ensure that all inmates attend court as required;
- Provides personal review and renders decisions related to ambiguous orders from the courts, and approves administrative releases of inmates into the community;
- Communicates regularly with the judiciary and other officers of the court to clarify and resolve ambiguous and/or complex sentences and orders;
- Ensures compliance with all divisional policy and initiates the revision of standing operating procedures pertaining to the administration of judicial orders, sentences, and admission and release of inmates.

Human Resource Management:

- Provides leadership, direction and guidance to a large team of managers, supervisors and frontline staff to maintain an effective team to operate the facility. The centre director is accountable for the activities of the centre staff who contribute to the success of the organization;

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- Provides direction, leadership, supervision and assessments of the management team;
- Coordinates succession planning, activities and training opportunities for replacement of individuals in key positions in the centre;
- Monitors and responds to staffing level changes including vacancies and recruitment activities. Ensures that on-going analysis of staffing occurs and is based on inmate population, facility design, volume of centre inmate movement as well as staff absence and attendance patterns.
- Facilitates on-going monitoring and evaluation of staff absence and attendance and cover-off usage. Develops, solicits and implements strategies to reduce overtime costs. Provides guidance to the management team in their use of staff for cover-off, placement and deployment based on review and evaluation of staff attendance patterns.
- Responds personally, as required, to individual and collective concerns from employees;
- Establishes and maintains an effective working relationship with representatives of the Alberta Union of Provincial Employees and responds to labour relations issues and conducts level 1 grievances;
- Facilitates, promotes and monitors training for a wide range of staff;
- Promotes and supports centre and Correctional Services Division Employee Wellness and Engagement Committees and related activities and initiatives;
- Establishes and maintains open communication with employees at all levels and ensures that information, messages, as well as information about departmental goals and initiatives are provided to staff using a number of communication methods to ensure, as much as possible, all staff are kept informed.

Oversees Centre Budget and Forecasts Financial Implications:

- Assumes responsibility for the centre budget and ensures on-going responsible fiscal management of the budget;
- Monitors the centre budget by reviewing forecasts and variances and provides direction on the re-allocation of funds;
- Identifies spending needs, capital and non-capital needs as well as other financial resource needs and works collaboratively with the Financial Planning Branch and the Executive Director of Adult Centre Operations Branch, to plan and establish an appropriate budget to meet the centres needs;
- Meets regularly with the ADM of Corporate Services Division through the Centre Management Review process to identify issues and provide strategies to resolve issues;
- Authorizes general expenditures of up to \$25,000, and up to \$50,000 for contract expenditures.

Ensures Centre Security:

- Assumes responsibility for over-all security of centre to ensure that escapes from custody do not occur and that inmates reside and staff work in a safe and secure environment;
- Dedicates appropriate and well trained human resources to ensure that all aspects of centre security are monitored and maintained at all times;
- Ensures that all divisional policies and procedures are adhered to and that standing operating procedures, standing security orders and contingency plans are up-to-date and are complied with;
- Responds immediately to security deficiencies whether they are related to infrastructure, equipment, or staff performance;
- Promotes and facilitates training activities to ensure that staff are well trained in security practices as well as emergency response;
- Provides direction and immediate decision making in response to emergency situations and as required deploys special emergency measures. The centre director is on-call 24 hours a day.

Oversees Provision of Services and Care to Inmates:

- Provides leadership to ensure that a high standard of service is maintained in the provision of a wide range of services and programs including inmate trust accounts, food services, inmate property, inmate stores, and canteen;
- Dedicates and as required re-evaluates resources to ensure that offender program needs are met taking in to account spiritual, ethnic and gender factors with emphasis on female and Aboriginal populations;
- Ensures that the integrity and safe storage and processing of inmate property and funds are maintained through adherence to Divisional Policy and Standing Operating Procedures;
- Ensures that appropriate resources are dedicated to the delivery of medical and psychological services to address

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the health and mental health needs of inmates;

- Accepts, reviews, and responds to inmate complaints in a timely manner.
- Facilitates inmate discipline process and works with the hearing adjudicator to ensure that decisions are consistent with the goals and intent of legislation and the division. Reviews decisions of hearing adjudicators to consider whether appeals of decisions which are believed to be inconsistent with the intent of the disciplinary process are necessary.

Maintains Efficient Centre Operations:

- Maintains on-going collaborative work through discussion, meetings and committee involvement with the executive director, other centre directors as well as other branch and Ministry and cross-Ministry personnel to achieve Ministry and Division goals and objectives;
- Provides input, advice and support to strategic planning on the part of the branch, division and Ministry through on-going input to the executive director and attendance at senior management meetings and on committees;
- Works collaboratively with the executive director and other centre directors to manage individual centre, as well provincial inmate populations;
- Works closely with the on-site property manager and other members of Alberta Infrastructure to maintain a high standard of centre care and security through the identification and resolution of security concerns and maintenance issues;
- Represents the centre and the branch on a wide range of committees and liaises with agencies including but not limited to post-secondary institutions, education consortiums, justice-community committees, community groups and volunteer organizations as well as a wide range of Ministry and cross-Ministry committees and working groups;
- Dedicates resources to provide follow-up and as required conduct investigations and management reviews. Provides review, follow-up and responses to recommendations from investigations and boards of inquiry;
- Initiates and/or facilitates audits and provides follow-up to audit recommendations;
- Conducts extensive investigations and management reviews. Reviews and responds to *FOIP* requests, Ombudsman inquiries and complaints, human rights complaints and civil litigation.

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](#)).

Requires several years of progressive management and operations experience within Correctional Services institutions as the job requires knowledge in a wide variety of situations:

- Requires an in-depth knowledge of human resource management as well as team management;
- Understanding of, and ability to lead finance and budget related activities including complex calculations to arrive at estimates for budgets, financial resource needs including manpower costs;
- Requires an in-depth knowledge of correctional theory and application of theory in a correctional centre;
- Requires in-depth knowledge of correctional security practices and theory;
- Requires an in-depth knowledge of the criminal justice system;
- Significant knowledge of relevant legislation, such as the *Corrections Act*, *Correctional Institution Regulation*, *Criminal Code of Canada*, and the *Ombudsman Act*, *FOIP*, *CCRA*, Work place and sexual harassment policy, *Labour Relations Act*, *Occupational Health and Safety Act* and the *Youth Criminal Justice Act*;
- Significant knowledge of existing departmental policies and procedures and the ability to recommend, develop and implement new/revised policy, and ensure compliance with policy ;
- Knowledge of government, departmental, divisional and branch goals and objectives as well as awareness of current initiatives and emerging factors that may impact correctional operations;
- Significant knowledge of the function, role and hierarchy of the bargaining unit and the collective agreement;
- Significant knowledge of ministry and inter-relationship to other government ministries;
- Ability to conduct extensive and accurate investigations including, management reviews, *FOIP* requests, Ombudsman inquiries and complaints, human rights complaints, civil litigation;

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- Ability to dialogue with individuals from a wide range of professional backgrounds;
- Ability to maintain effective relationships with multiple stakeholders in a complex environment;
- Ability to identify and productively resolve conflicting needs and priorities;
- Ability to work effectively both independently and as a member of a team;
- Strong planning, organizational, analytical and task oriented management skills;
- Strong understanding of human nature and behaviour.

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](#)).

- The centre director must not only manage but provide leadership and vision to a large staff compliment in a complex 24/7 correctional environment. The position balances the demands of managing increasing numbers of inmates and staff while also ensuring the safety of the public;
- The centre director provides a key role as an “agent of change” to ensure that staff members adjust to changes in job requirements and that initiatives and goals are achieved with/by the front line;
- Leadership skills are required to work independently on the development, coordination and implementation of initiatives and programs at the centre level as a continuation of work with other senior and executive managers and representatives from other Ministries on various initiatives;
- Activities and functions of various work units must be coordinated and monitored on an on-going basis. Coordination must occur between shifts as well as be consistent with practices and procedures at other correctional centres and in accordance with legislation and departmental policy;
- Business know-how is required in the areas of sentence administration, budgeting and finance, security, correctional programming as well as human resource management.

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

- Situations are generally unstructured and require creative approaches to identifying problems and finding solutions. A key purpose of the job is to identify unique solutions to complex issues. The position must also:
- Respond quickly to a variety of inquiries and complaints on complex and politically sensitive issues from within and outside the centre, and within short time-lines. This requires research to ascertain the facts, understand the issues involved, propose and implement solutions, and prepare appropriate reports. These reports may be the subject of investigations, audits and inquiries.
 - Ensure recommendations made reflect best practices, while ensuring operational considerations specific to the Adult Centre Operations Branch are satisfied and that all recommendations reflect the mandate of both the Ministry and the Government of Alberta.
 - Coordinate and communicate significant changes to policy or procedures ensuring information is appropriately and accurately relayed to stakeholders in a timely fashion.
 - Identify information requirements and develop effective strategies for addressing these requirements by implementing special projects as required and participating on committees.
 - Respond to theoretical concepts, ideas and concerns by creating plans, proposals and responses; thereby transforming a concept into a tangible, concrete, workable program. The centre director assumes the responsibility of taking or being presented with a concept and is required to demonstrate the creativity, resourcefulness and skill to present to the Executive Director with a tangible product, including the methodology and consequences of implementation.
 - Work independently, prioritizing tasks, responding to deadlines while also implementing, managing and overseeing numerous projects, managers and bargaining unit employees.
 - Work independently within general departmental guidelines to determine how to accomplish goals, achieve concrete outcomes and solve problems.

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 to Government:		
Other Centre Directors	Daily	Coordinate, info share, strategic planning;
Minister	Occasionally	Provide info, tours,
Deputy Minister	Occasionally	Info sharing, strategic planning
ADM Corrections	Monthly	Info sharing, strategic planning, problem solving, coordination
ADM Corporate Services Division	Quarterly	Info sharing, strategic planning, problem solving
Executive Director, Adult Centre Operations	Daily	Info sharing, strategic planning, updates, reports, consult, problem solve, coordinate
Senior Manager, Adult Centre Operations	Daily	Info sharing, strategic planning, updates, reports, consult, problem solve, coordinate
Other Executive Managers and Branch officials	Daily	Info sharing, consult, problem solve, coordinate
Division Support Services	Daily	Info sharing, consult, problem solve, coordinate, research
Staff, Managers	Daily	Info sharing, consult, problem solve, coordinate, direct, plan, emergency response, guidance, lead,
Front line staff	Daily	Info sharing, problem solve, direct, plan, emergency response, guidance, lead,
Human Resource Services	Weekly	Business/employment, planning, coordinate, solutions to issues, joint project work,
Communications	Daily	Info sharing, consult,
Chapter AUPE members	Daily	Consult, resolve labour problems, problem resolve grievance hearings
Sheriffs Branch	Daily	Coordinate inmate movement, plan, liaise, consult, info share
Staff College	Weekly	Coordinate training, plan, liaise, consult, info share, provide lectures
Young Offender Branch	Monthly	Consult, advise, info share
Community Corrections	Monthly	Consult, advise, info share
Civil Law Branch	Occasionally	Consult, advise, info share
Temporary Absence Program	Monthly	Consult, advise, info share ,coordinate
Alberta Infrastructure and Property Manager	Daily	Consult ion infrastructure, plan, problem solve, info share, inmate work projects
Managers/staff other Ministries	Occasionally	Info share, planning, committee work
Correctional Service Canada	Weekly	Coordinate and share information, consultation Obtain and provide information
Immigration Services	Occasionally	Coordinate and share information, consultation
Other Provincial Jurisdictions	Occasionally	Address issues raised on matters of mutual interest, research, best practice info, policy info exchange, statistical info
Crown Counsel	Weekly	Info share, resolve questions re sentences/orders

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](#)).

Defence Counsel and Legal Aid	Weekly	Info share, resolve questions re sentences/orders, inmate concern resolution
Judiciary	Weekly	Info share, tours, resolve questions re sentences/orders
Ombudsman	Weekly	Provide info, respond to complaints and recommendations
Hearing Adjudicator	Weekly	Info share, advise, problem solve,
<u>External to Government:</u>		
Offenders and/or family members	Daily	Respond to concerns raised, follow up for resolution
Members of the public	Daily	Provide information, problem solve
Contract Service Providers	Daily	Consult regarding current and/or proposed contracts, problem solve, negotiation
Private Sector Representatives	Monthly	Consult regarding proposed products and services and initiatives
Contract doctors, dentists, MH professionals	Daily	Consult regarding current and/or proposed contracts, problem solve, negotiation, info share, direct
Police	Daily	Exchange info
Lawyers	Weekly	Respond to concerns raised, follow up for resolution
Post Secondary Educational Institutions	Occasionally	Committee work, student placement, provide lectures,
Community Agencies	Occasionally	Committee work, provide info, problem solve, inmate work project planning,
Municipalities	Occasionally	Provide info, problem solve, inmate work project planning,
Hospitals	Occasionally	Info share, problem resolution

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 correctional/remand centre director is responsible for the efficient allocation of human, financial and material resources in accordance with legislation and policy. The care of inmates and the protection of the public are of paramount importance. The potential for significant events is high and can have an impact on the safety of staff, inmates and the public if mismanaged. Constant vigilance and monitoring is required. Media attention is always a possibility with public opinion of the justice system at stake. The position is responsible for ensuring that business goals, at the centre level are achieved and by extension have an impact on the entire department.

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

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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