



MANAGEMENT JOB DESCRIPTION
Management Job Evaluation Plan

Working Title Director, Programs	Name Vacant
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Position Number	Reports to Position No., Class & Level	Division, Branch/Unit	Ministry
	Associate Executive Director, ERC (SM 2)	Correctional Services Division, Adult Centre Operations Branch, Edmonton Remand Centre	PSES

Present Class New	Requested Class Senior Manager 1	Levels to Deputy Minister (Not including incumbent level) Four
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Dept ID	Program Code	Project Code (if applicable)

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

The director of programs provides advice and consultation to the executive and senior management team on the development and implementation of policies, programs, and standards that contribute to the achievement of Ministry and Division business plan goals and objectives, particularly as it relates to the management of the Edmonton Remand Centre (ERC). In addition, the position provides advice and support to executive and senior management on the development of strategies and provides recommendations on emerging issues, key risks, and opportunities related to the development and delivery of inmate rehabilitative programs and services.

The position provides leadership and direction to a team involved in the development and delivery of rehabilitation programs and services within the ERC that give offenders the opportunity to make positive life choices with the goal to reduce re-offending. The position is accountable for the development and delivery of a variety of programs and services, including educational and academic programs, recreational programs, chaplain services, drug awareness programs, personal development programs, employment programs, volunteer services, and aboriginal programs and services. The position is also responsible for ensuring that processes exist that identify the program needs of inmates, including ensuring that the medical and health, spiritual, ethnic, gender, and special needs of inmates are also incorporated into the programs. The position ensures that support programs and services are continually evaluated and assessed and that processes and measures are in place to ensure that they are cost effective, meet the needs of internal and external stakeholders, and that they are in alignment with relevant policies, business plan goals and related legislation. In addition, the position ensures that programs and services are integrated, consistent, and reflective of best practices. The position also provides review, as appropriate, for the Temporary Release of minimum risk offenders who are suitable for early release or hospital and funeral passes. As a member of the ERC director's team, the position also contributes in the achievement of the ERC goal of providing a safe and secure environment for inmates, staff, and visitors by providing executive and senior management with advice and consultation on issues related to operations, inmate and staff safety, inmate placement within the facility, security ratings, and staff training.

The position maintains collaborative and close working relationships with a variety of internal and external stakeholders, including other ministries, other government jurisdictions, post-secondary institutions, education consortiums, justice community committees, community groups, and volunteer organizations in order to exchange information on the development of programs, obtain cooperation, discuss and resolve issues, and to communicate the goals and priorities of the Ministry, Division, and ERC.

The position provides leadership and direction and a large team made up of managers, supervisors, coordinators as well as Chaplains and Native Elders involved in overseeing the delivery of inmate programs and services in a continuous 24/7 rotating shift basis and in a highly unionized and potentially "volatile" environment.

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)

Leadership and direction is provided to the ERC programs team to ensure that activities are planned, directed, and managed to deliver outcomes in accordance with Ministry and Government business plans and to develop capacity. The following activities are included in this accountability:

- Leads, coaches, and mentors team members to support continual improvement, participation in personal and professional learning, achievement of performance plans, and development of skills and knowledge.
- Leads and supports team members; involves staff in operational planning processes; and communicates Ministry and Division business plan goals and objectives.
- Provides direction in the development and implementation of business process improvements to ensure resources available are utilized in the most efficient manner in order to meet challenges faced by the team.
- Provides direction and support to ensure activities are compliant with applicable legislation, regulations, policies, and standard operating procedures.

Leadership and direction is provided to the ERC programs functions to ensure that the delivery of programs and services help enable the achievement of Ministry and Division business plan goals and that needs of stakeholders are met. The following activities are included in this accountability:

- Provides leadership and direction in the development and delivery of offender rehabilitation programs, including recreation programs, chaplain services, drug awareness programs, personal development programs, academic programs, employment programs, volunteer services, and aboriginal programs and services.
- Together with other ERC directors, leads in the implementation of the direct supervision model of inmate management within the ERC, including working closely with executive, senior, and front-line management to effectively communicate and promote the initiative.
- Provides direction to ensure that inmate programs and services are delivered effectively and consistently, continually enhanced, reflective of best practices, and that they are in alignment with Government and Ministry policies, procedures, standards, and legislation.
- Leads in the ongoing review of programs and services to identify opportunities for improvement and to ensure that they are responsive to changing stakeholder needs, including spiritual, ethnic, gender, and special needs of inmates.
- Oversees the internal inmate disciplinary process within the ERC.
- Leads in the development and implementation of processes to ensure internal and external stakeholders and partners are involved and have the opportunity to provide input in the development of programs that result in fully integrated and consistent program development and delivery.
- Provides direction to ensure that appropriate follow-up action is taken to respond to recommendations from investigations, boards of inquiry, and audits and that appropriate responses are prepared for other inquiries, including FOIP requests, Ombudsman inquiries, and inmate and public complaints.

Collaborative, consultative, and effective working relationships are initiated and developed with senior representatives of the Ministry, Division, and other stakeholders with interests in the ERC mandate and programs. The following activities are included in this accountability:

- Provides advice and consultation to executive and senior management on program development strategies and to discuss the impact of changes to policies on inmate rehabilitation programs and services.
- Liaises with senior representatives of stakeholder organizations to solicit feedback on the effectiveness of programs and services and to establish collaborative working relationships in the development and delivery of inmate programs and to provide ERC policy interpretation.
- Maintains close working relationships and partnerships with other ERC program areas and support service managers and staff to ensure a consistent approach is taken in the development and delivery of rehabilitation programs and to ensure effective communication and promotion of the programs and services to inmates.
- Works collaboratively and in partnership as the centre liaison with Alberta Health Services in the delivery of medical and mental health care services to the ERC inmates.
- Collaborates and maintains partnerships with justice community stakeholders, including law enforcement, community treatment agencies, psychiatric services, community work programs, the judiciary, and other advocacy and support groups in order to facilitate offender rehabilitative and community service opportunities.
- Provides recommendations and consultation to police agencies and/or Adult Centre Operations Branch with respect to the offenders who pose a potential risk to public safety.
- Works closely with senior representatives of key stakeholders, including Correctional Services of Canada, National Parole Board, Elizabeth Fry Society, and John Howard Society in order to identify and discuss offender rehabilitative opportunities.

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).

The Associate Executive Director is supported in accomplishing the mandate and goals of the ERC. The following activities are included in this accountability:

- Provides advice and recommendations to respond to emerging issues and trends and identifies opportunities to enhance operational effectiveness in the management of the ERC.
- Provides advice and recommendations in the development and implementation of policies, business processes, procedures, and standards in a changing correctional environment.
- Works collaboratively with the executive director, associate executive director, and other ERC directors on development of the business plan and to discuss and resolve issues that ensure the effective overall management of the ERC.
- Conducts extensive investigations and management reviews and provides consultation and recommendations to executive and senior management.
- Represents the ERC on cross-ministry, Government-wide, and external committees and task forces, including facilitating decision making; effectively communicating Division and ERC perspectives, priorities, and program development initiatives; and initiating and fostering innovation.

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).

The position requires extensive knowledge of:

- Government, Ministry, Division, and ERC business plan goals, priorities, policies, and regulatory frameworks
- strategic, business, policy development and operational planning theories, methodologies, principles, and techniques
- correctional theory and its application in a large correctional centre
- correctional security and operational theories and practices, particularly as they relate to and impact upon inmate rehabilitative and educational programs
- the criminal justice system
- rehabilitative programs and services that support inmates within a correctional environment
- rehabilitation program development and management, including needs identification, assessment, and evaluation methodologies and techniques
- project management processes, methodologies, principles, and techniques
- human resource management and accountability processes used in the Ministry and Alberta Government
- the stakeholder community affected by the ERC, including relevant organizations, communities, agencies, educational institutions, and a variety of other service providers
- issues, emerging trends, and best practices related to inmate rehabilitative programs
- sentence administration, security, and correctional programming
- the Government structure and the political environment within which the Ministry operates and decision-making processes of the Government
- applicable legislation, regulations, and policies (i.e. *Corrections Act, Correctional Institution Regulation, Criminal Code of Canada, Ombudsman Act, Labour Relations Act, FOIP Act, CCRA, Occupational Health & Safety Act, Youth Criminal Justice Act, and the Workplace and Sexual Harassment policy*)
- the collective agreement, including the function, role and hierarchy of the bargaining unit

The position is required to have a related degree and progressive senior management experience within a correctional services institution.

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 position requires significant and demonstrated:

- leadership and planning skills in order to manage and coordinate a large and diverse team; motivate staff to meet ongoing operational challenges; and to manage multiple complex program issues
- interpersonal and facilitation skills in order to consult, negotiate, and resolve issues and conflict with internal and external stakeholders with varying perspectives, expectations, requirements, and priorities
- ability to operate effectively within a continually changing correctional environment
- relationship management skills to develop and maintain collaborative working relationships with a variety of internal and external stakeholders
- problem solving skills, judgment, and analytical thinking, including ability to analyze information and risks, make decisions, and resolve problems while delivering results
- relationship building and conflict resolution skills, including ability to build strong partnerships between the ERC and stakeholders
- ability to negotiate contracts, including service delivery contracts for various medical services
- verbal and written communication skills
- organizational and project management skills to coordinate diverse range of initiatives and activities within rigid time frames
- understanding of human nature and behaviour
- human resource management skills
- ability to work effectively independently and as a member of a team
- ability to conduct extensive and accurate investigations including, management reviews, FOIP requests, Ombudsman inquiries and complaints, human rights complaints, and civil litigation

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

The position provides leadership to a large group management and non-management staff responsible for the development and delivery of inmate support programs and services within the ERC. The position requires a significant level of leadership, organization, and coordination skills in order to lead a diverse team involved the delivery and management of a variety of programs and services. The position provides direction to staff on policies, consultation requirements, and program development and management approaches to ensure that the work meets Ministry, Division, and Branch requirements and standards. The ERC is undergoing significant changes and the position is required to be an effective "change agent" and must ensure that staff members are effectively supported in order to adjust to potential organizational changes and/or job responsibilities.

The position is expected to develop recommendations and solutions to executive and senior management for long-term program development and service delivery. The development of programs and services that meet the needs of diverse stakeholders requires significant problem solving, negotiation, and creative solution development skills in order to produce quality results. The position must continually evaluate and analyze existing programs and services and provide direction with respect to required changes while taking into consideration security and operational impact as well as other stakeholder needs within a highly collaborative environment. Problem solving requires a strategic approach and needs to draw on a wide network of contacts in order to develop a comprehensive understanding of related issues and stakeholder needs. The position also faces the challenge of balancing and aligning Ministry, Division and ERC policies and program directions with stakeholder expectations and needs. The position must have strong information gathering, negotiation, and consensus building skills in order to make decisions and resolve issues in a potentially political and/or conflicting interest environment. The position must also build effective alliances, understand complex relationships, and facilitate decision-making processes within a complex correctional environment. Responding quickly to a variety of unique issues, inquiries, or complaints that are often complex and technical in nature within a potentially hostile correctional environment is a continuing challenge.

The position determines goals, objectives, and priorities for the programs functions, assigns major responsibilities to subordinate staff, and is available to staff for consultation and guidance as necessary. The position is also expected to gather information, be aware of best practices and in consultation with the associate executive director and other directors, provide advice and guidance as required.

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
<p>Internal</p> <p>Executive Director; Associate Executive Director</p> <p>Programs management and staff</p> <p>Directors, Program Managers, other staff within Division and Ministry</p> <p>Human Resources, Finance & Admin., and other support services</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Provide briefings and updates; resolve issues and inquiries; provide consultation, advice, and recommendations on responses to issues</p> <p>Provide leadership and expertise; lead development of unit plans and strategies; provide guidance, direction, and advice; and support development of skills and capacity</p> <p>Provide consultation, advice, and recommendations; exchange information and seek expertise; collaborate on initiatives; resolve issues; maintain integrity of program and service delivery; coordinate inmate movement</p> <p>Exchange information; discuss and resolve issues; collaborate on projects and initiatives</p>
<p>External</p> <p>Senior representatives of other GOA ministries, agencies, and authorities (e.g. Alberta Health Services, Alberta Social Services, Alberta Justice, Ombudsman)</p> <p>Senior representatives of other government jurisdictions, service providers, and justice community stakeholders (e.g. Correctional Service Canada, treatment agencies, law enforcement agencies, community work programs, contract service providers, etc.)</p> <p>Members of the public</p>	<p>Ongoing</p> <p>Ongoing</p> <p>As required</p>	<p>Information exchange; discuss and resolve issues; maintain collaborative working relationships; provide advice and consultation; facilitate cooperation</p> <p>Exchange ideas, best practices, and information; share knowledge and expertise; develop and maintain contacts, collaborative relationships, and partnerships, provide advice and consultation</p> <p>Respond to inquiries and issues; provide information on Ministry and ERC programs and services; promote understanding and support for the ERC and Ministry mandate; provide advice and consultation on issues and problems</p>

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 position provides operational guidance to staff in the largest correctional centre in Alberta and Canada. The ERC houses approximately 2000 inmates and is recognized as the "best correctional practices leader" in Canada. The position is a key player and is expected to lead in the development and implementation of the new ERC strategy that will define a new direction for the ERC that will result in more inmate focused program development. The position is expected to work closely with executive and senior management in championing and promoting the direct supervision model of inmate management and, as a "change agent", the position will have a direct impact on whether the change in program direction is successfully implemented within the ERC

As a member of the ERC senior management team, the position is jointly responsible for achieving ERC goals and outcomes that contribute to the achievement of relevant Ministry and Division goals. The position is responsible for providing direction in the development and delivery of specialized treatment, education, personal development, and work programs and services for inmates within the ERC, including ensuring that programs and services are in alignment with relevant policies, standards, and legislation. The position provides advice and recommendations to executive and senior management that can have a significantly impact on decision making and in the achievement of business plan goals related to the provision of secure and efficient custody and community supervision and enabling inmate access to rehabilitative opportunities.

Successful achievement of results can have significant impact on the safety, health, and well-being of inmates within the ERC. That is, results can have a positive impact on the ability of inmates to make better decisions that can limit the possibility of re-offending in the future. Results achieved can also potentially affect the ability of other stakeholders, including other ministries, federal government, justice community committees, community groups, volunteer organizations and First Nations organizations to effectively carry out their mandates and goals. Inaction or ineffective decision making can also jeopardize the safety of staff, inmates, and the public, as well as, result in potential negative media attention, political embarrassment for the Government and Ministry, and potentially result in negative financial implications or litigation.

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

The position is new and was created to provide senior management support to the associate executive director of the new Edmonton Remand Centre. The size and scope of the new ERC will be considerably increased requiring a significant increase in the responsibilities and accountabilities of the senior management group. The position will oversee the ERC programs functions responsible for the development and delivery of inmate rehabilitation programs and services within the ERC. The position will be accountable for the program supervision, education coordination, and health care functions as well as the Chaplaincy and Native Elder roles.

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.