

MANAGEMENT JOB DESCRIPTION

Management Job Evaluation Plan

Working Title Deputy Director, Operations	Name
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Position Number	Reports to Position No., Class & Level Centre Director	Division, Branch/Unit	Ministry
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Present Classification Manager 2	Requested Classification
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Dept ID	Program Code	Project Code (if applicable)
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PURPOSE: Give a brief summary of the job, covering the main responsibilities, the framework within which the job has to operate and the main contribution to the organization (see [Section 2.3](#)).

Reporting to the director of a remand or correctional centre, the deputy director operations is responsible for planning, coordinating, directing and controlling the daily operation of the correctional or remand facility on a continuous 24/7 rotating shift basis in a unionized environment. Correctional and remand centres house minimum, medium and maximum security inmates and are at times volatile and hostile environments. The position ensures the safety and security of the centre, centre staff, visitors and the community at large. Through subordinate uniformed managers, supervisors and correctional peace officers, health care professionals and various support and contracted staff, this position oversees and manages the care, custody and control of the offender population entrusted to the centres by the courts. Responsibilities include overseeing the daily operation of a wide variety of programs for a remand and/or sentenced population, including rehabilitation programs, medical and psychological assessment and treatment and security functions related to the physical plant and offenders. The position interacts with members of the public, department human resources consultants, advocacy and special interest groups, community corrections, members of the judiciary, lawyers, police, immigration, parole and their counterparts in the justice community both at the federal and provincial level. Complex and diverse criminal justice system issues are encountered related to client specific, incarceration, release and transfer, often times at short notice and without the ability to consult with the legal community, relying instead on significant experience and knowledge of the Justice system to make detailed decisions, that are based in law, reason and logic. The incumbent ensures that all activities occurring on a shift are in conformance with standards, policies, procedures as well as federal and provincial laws. If the director or acting director is not available or unable to perform their duties the deputy director of operations assumes all responsibilities of the centre director. All work is conducted with the goal of ensuring that the interests and priorities of the Government of Alberta and the department of the Solicitor General and Public Security are effectively represented in Correctional Services Division initiatives, projects and activities.

RESPONSIBILITIES AND ACTIVITIES: The purpose of the job can be broken down in different responsibilities and end results. Each end result shows what the job is accountable for, within what framework and what the added value is. Normally a job has 4-8 core end results. For each end result, approximately 3 major activities should be described (see [Sections 2.1](#) and [2.2](#)).

Emergency Procedures and Critical Incident Management:

- Provide direction and guidance to staff on specific duties and responsibilities concerning emergency responses including medical emergencies, disturbances, escapes, use of force, bomb threats, evacuations, tactical team use and deployment which may include crowd control equipment and munitions, hostage taking, riots and disturbances, fire prevention and control and handling of hazardous articles.
- Arrange for and/or coordinate post-incident stress-management debriefings to address situations where individuals are having post-incident difficulties.
- Conduct post-incident operational debriefings to evaluate response and performance related to the emergency situation which has occurred.
- Arrange support services to attend the centre (peer support, Shepell) to assist employees whom are having

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difficulty dealing with job related stressful situations.

- Address Security related issues that require immediate attention in the absence of the Deputy Director of Security.

Human Resource Management:

- Continually monitor and respond to staffing levels on each shift and adjust staffing based on staff experience, inmate population, special handling needs, facility design, inmate movement and behaviour, as well fluctuating inmate individual and/or group threat levels.
- Continually monitor, evaluate and assess impacts of fluctuating staff absence due to illness and other leave, on the current shift and determine appropriate coverage for on-coming shifts and where necessary hire wage staff and/or overtime staff coverage utilizing defined strategies for reducing costs while balancing and minimizing disruption to levels of service expected by various stakeholders in the administration of justice.
- Participate with meeting centre personnel regarding attendance management concerns, and implement attendance management strategies where appropriate.
- Promote and participate in recruitment, attraction and retention activities as assigned by the director.
- Provide on-going mentoring, guidance and direction to teams of correctional peace officers and support staff. Promote professional growth by developing, planning, coordinating, supporting, recommending and facilitating training, developmental opportunities, secondments and other team building forums offered to promote growth and excellence.
- Address and respond to employee complaints as they arise, so as to resolve them where possible on an informal and formal basis within the unionized environment subject to contractual master and subsidiary agreements.
- Participate and ensure that the centre upholds a zero tolerance policy, specific to work place harassment, such that a negative culture does not cultivate with the centre.
- Conduct and assign performance assessments of subordinate staff in accordance with divisional practices within the guidelines of performance excellence, with a view to providing direction, coaching and counseling to staff to achieve excellence and/or alternatively to address performance deficiencies and make recommendations for corrective action and/or discipline to the director, as deemed appropriate.
- Conduct daily and frequent inspections of the facility to ensure that staff are carrying out their duties in keeping with established procedures and to ensure that hygiene and cleanliness of the facility is maintained at a high level.

Maintain centre security by monitoring and as required addressing issues related to security systems, security equipment and security procedures and activities within the correctional/remand centre:

- Ensure that regular rounds of the centre are conducted by supervisors and correctional staff assigned to all areas.
- Ensure that security features are maintained in good repair and further maintained through dynamic security practices of all correctional staff.
- Ensure that all staff are practicing appropriate security tasks to identify and immediately address potential weaknesses to prevent breaches of security.
- Ensure that security equipment is provided and deemed functional by correctional staff and supervisors and that supervisors provide staff with the appropriate training to utilize security equipment.

Inmates are appropriately reviewed, placed and managed to maintain security and safety:

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- Provide on-going advice related to on-going individual inmate management including placement and transfer as well as provide comprehensive recommendations for the management of large scale inmate related issues and threats to centre safety and security.
- Provide decisions and approval on inmate placement in administrative and disciplinary segregation. Conducts reviews and where appropriate approval for disciplinary charges under the *Correctional Institutional Regulation* to be submitted as required.
- Ensure that inmate needs and tendencies (i.e. suicide risk, violence and medical concerns) are identified and responded to by supervisors and staff who are responsible for their immediate custody, care and control.
- Arrange/facilitate transfers to other correctional centres for gang affiliated, high profile, dangerous or problematic offenders and ensure appropriate documented information about the offender is sent to the receiving centre.
- Review escorts into the community and provide direction on handling and security procedures that will be used including the use of appropriate restraint equipment or armed escort.
- Review all placements of inmates at hospitals and ensure that instructions for security are communicated and carried out.
- Review all documentation related to offenders who are about to be released to ensure the release is lawful and that the necessary notifications are made if required.

SPECIFIC ACCOUNTABILITIES AND OBLIGATIONS: 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.

Provide management and leadership to ensure that various centre services and programs are maintained at a high standard:

- Liaise with centre support service staff, other operational managers and non-operational managers that the requirements for programs and services are being delivered consistently and to the appropriate level.
- Respond to verbal and written inmate and public complaints and requests, ensuring issues are thoroughly researched and where possible resolved and that the information provided is in accordance with policy and legislative requirements.
- Review, investigate and prepare documentation in response to Ombudsman investigations.
- Conduct and document managerial reviews and investigations as requested and provide comprehensive recommendations and proposals.
- Participate on committees and in special projects and initiatives to contribute to the advancement of Ministry, divisional and centre initiatives and programs.

KNOWLEDGE, SKILLS & ABILITIES: Provide a list of the most important knowledge factors, skills and abilities including knowledge about practical procedures, specialized techniques, etc.; analytical and conceptual skills and abilities; and skills needed for direct interaction with others not only diplomas and degrees. Specific training if it is an occupational certification/registration required for the job.

- University degree and/or extensive experience in the criminal justice system and an understanding of correctional practices and government and departmental business plan.
- Progressively responsible experience within the Correctional Services Division.
- Excellent communication skills, both oral and written.
- Proven leadership skills.
- Strong planning, organizational, analytical and task oriented management skills.
- Strong understanding of human nature and behaviour.

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- Knowledge and abilities are required of diverse yet interrelated aspects of correctional services in the province of Alberta including:
Knowledge of relevant legislation, such as the *Corrections Act*, *Correctional Institution Regulation*, *Criminal Code of Canada* and the *Ombudsman Act*, *Freedom of Information and Protection of Privacy Act* and Policies, Work Place and sexual harassment policy.
- Knowledge of departmental policies and procedures, Emergency Standing Orders, Standing Operating Procedures, Warrant and Sentence Administration, Temporary Absence Policies and Procedures.
- Knowledge of correctional centre and departmental management techniques.
- Knowledge of government, departmental, divisional and branch goals and objectives.
- Knowledge of the function, role and hierarchy of the bargaining unit and the functional application and interpretation of the Master and Subsidiary agreements.
- Knowledge and understanding of Government of Alberta values and visions.
- Knowledge and support of Employee Wellness and Engagement Program initiatives.
- Broad understanding of and the ability to participate in financial and budget related procedures/monitoring, security measures, security best practices and security equipment and facility designs, as well as offender program, educational and rehabilitative practices.
- Ability to conduct extensive and accurate investigations including, management reviews, FOIP requests, Ombudsman inquiries and complaints, human rights complaints, civil litigation.
- Ability to dialogue with individuals from a wide range of professional backgrounds.
- Ability to identify and productively resolve conflicting needs and priorities.
- Ability to work effectively both independently and as a member of the management team.
- Ability to effectively assume the role of centre director – requiring regular contact with a variety of organizations including police, courts, other centre directors, union officials, human resource consultants, executive director, adult centre operations, subordinate managers, advocacy and special interest groups, offenders and the general public.
- Strong understanding and knowledge of legal holding documents and sentence calculations rules.

LEADERSHIP AND BUSINESS KNOW-HOW: Specify the level or coordination, organization and leadership required to produce the expectations of the position.

- Leadership and extensive business know-how is required to respond to and make decisions related to staffing assignment, security, program delivery and at times emergency situations (i.e. medical emergency, offender disturbances, serious assaults, riots, hostage takings, fires, etc.) taking into account available resources, centre design and offender population and composition. Solutions must include consideration of a complex unionized environment where staffing occurs on a 24 hour operational basis with inmates that may be unpredictable or volatile are managed and housed.
- Coordinate and supervise the operation of all centre personnel during the assigned shift, including correctional peace officers, correctional service workers as well as programs staff including nursing, chaplaincy, recreation and placement, sentence administration and clerical.
- Provide leadership, supervision and guidance to a team of subordinate supervisors and staff.
- Consult and inform centre director on issues regarding security, practices and procedures, programs and activities and provide recommendations for resolution where issues are identified.
- Provide leadership, guidance and direction to ensure that emerging departmental and centre specific initiatives and programs related to security, offender management, training, equipment and correctional best practices are implemented.
- When acting in the role of centre director, liaise with the executive director, Adult Centre Operations Branch on a regular basis to ensure the executive director is briefed and up to date on centre operational issues.
- Leadership skills are required to work independently on managerial reviews, investigations, responses to

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members of the public and stakeholders.

- Leadership and role modelling is required to demonstrate government values and visions.
- Extensive contact is required on a regular basis with the centre director and other managers to balance centre security operational and program needs.
- Ensure pandemic protocols are in place to minimize the spread of infectious disease or viruses related to influenza like illness and or COVID/Corona illness.
- Ensure the centre is upholding all safety and health regulations as outlined in CSD policy and OH&S regulations.
- Ensures all release files are reviewed prior to release of any inmates.
- Ensure transfer files are reviewed prior to transfer.
- Complete understanding of all bail release procedures, immigration holds.
- Ensure and have understanding of the handling of monies given with bail or fine payment, ensuring monies are secured and processed in accordance with departmental policies.

PROBLEM SOLVING: Describe difficult or challenging situations the position is typically expected to solve and the assistance available.

- Position requires a high level of creative problem solving, the ability to respond to and make decisions related to security procedures, programs and activities, static facility design, equipment needs and responses to addressing inmate issues including threats to centre safety and security. Solutions must include consideration of a complex unionized environment where staffing occurs on a 24 hour operational basis; with inmates that may be unpredictable or volatile are managed and housed.
- Work independently, prioritizing tasks and responsibilities, responding to deadlines while managing a team of corrections staff.
- Respond quickly to a variety of inquiries, which can be complex and at times politically sensitive including, Freedom of Information, Ombudsman, Management reviews and Departmental investigations and stakeholder requests.
- Develop approaches to implement new programs, initiatives and processes taking into account the various departmental and centre impacts.
- In the absence of the director, and in the off hours, weekends and holidays, assume the responsibilities of managing a facility.

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).

Clients	Frequency	Nature and Purpose of Contact
<u>Internal</u>		
Centre Director	Daily	Coordinate, liaise, receive direction, inform
Other Shift Managers	Daily	Coordinate, inform, consult
Deputy Director, Programs	Daily	Coordinate, inform, consult
Deputy Director, Administration	Daily	Coordinate, inform, consult
Deputy Director, Security	Daily	Coordinate, inform, consult
Health Care Unit Manager	Daily	Inform, consult
Offenders	Daily	Coordinate, consult
Training Manager	Daily	Direct, resolve, inform
Tactical Team Manager & Members	As required	Direct, coordinate, consult
Response Team Members	As required	Coordinate, consult

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Probation Officers	As required	Consult
Personnel Office	Daily	Consult
Recreation Staff	Daily	Coordinate, inform, consult
Shift Employees	Daily	Direct, coordinate, guide, inform, supervise
Sentence Administration	Daily	Direct, coordinate, guide, inform
Staff College	As required	Consult, inform
Parole & Temporary Absence	As required	Consult, inform
Programs	Daily	Inform
Other Centres	Daily	Consult, inform
Community Corrections Offices	As required	Inform
Court & Prisoner Services	As required	Coordinate, inform
Clients	Frequency	Nature and Purpose of Contact
Native Elder	As required	Coordinate, consult, inform
Property Management	Daily	Coordinate, consult, inform
Contracted Food Services Staff	Daily	Coordinate, inform, consult
<u>External</u>		
Social Services	As required	Consult, inform
Alberta Hospital Edmonton	As required	Consult, inform, coordinate
Contract Doctor, Dentist	As required	Consult and direct
Local Fire Services & EMS	As required	Liaise
Other Government Departments	As required	Liaise, consult
Alberta Health Services	As required	Liaise, consult
Metis Nations	As required	Liaise, consult, inform
Contract Maintenance Services	Daily	Consult
Police	Daily	Resolve complaints, inform, direct
General Public	Daily	Inform, consult, liaise, coordinate
Lawyers	Daily	Inform, resolve issues
Contract Security	As required	Consult, coordinate
Community Agencies	As required	Liaise, direct, consult, coordinate
Contractors	Weekly	Inform, consult, direct, negotiate
AUPE (Union Steward)	Daily	Liaise, consult, inform, resolve issues
Correctional Services Canada	As required	Inform, direct, coordinate, consult
Immigration Services	As required	Inform, coordinate, consult
Federal Investigator	As required	Consult

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).		
Community Residential Centres	Occasionally	Liaise, inform
Families of Offender	As required	Consult, inform
Office of the Ombudsman	As required	Inform
Judiciary/courts	As required	Liaise, consult, inform
Local Municipal Officials	As required	Liaise, consult, inform
Distributors/Suppliers	As required	Liaise, consult, inform

SCOPE: List specific information that illustrates what internal or external areas the job impacts, and the diversity, complexity, and creativity of the job (see Section 2.4).
<ul style="list-style-type: none"> • Very specific policies and procedures provide guidance for the day to day operation of a remand/correctional centre. It is the responsibility of the deputy director of operations to generally interpret policy guidelines and ensure that specific needs of the centre, the offender population and staff are addressed through their decisions. • Direction is provided to operational subordinates and the supervisors in order to ensure consistency between shifts and conformity with practices on other shifts, both in the centre and elsewhere in the Division. • Many acts, statutes, agreements and regulations provide specific responsibilities as well as broad guidance of a general nature on the operation obligations and duties within a correctional facility. In certain areas, a great deal of latitude is nonetheless afforded to the shift manager, the deputy director of operations in interpreting or implementing this guidance. • The deputy director of operations contributes to the overall achievement of the centre's aims and objectives and is actively involved in the day to day management of the centre. • The deputy director is the operational manager that is responsible for the operation of the centre during and after hours and assumes the duties and responsibilities of the director in his/her absence. • Proves leadership, direction, advice, and guidance to correctional staff on the shift for which deputy director of operations is responsible. • The scope and complexity of the job involves being responsible for planning, coordinating, directing and controlling teams of staff that are directly responsible for the care, custody and control populations of inmates with diverse background who are being held for summary or indictable offences, immigration proceedings, federal inmates who are being assessed for placement or parole violation, sentenced inmates, remanded inmates, inmates with psychological and medical issues and management of a gang culture within the confines of a minimum, medium or maximum security facility. • Core competencies include: ethics and values, the maintenance of interpersonal relationships, motivational skills, report writing, conflict management, team building, collaboration, problem solving and decision making, change management skills, program planning, performance assessment, self-awareness, strategic thinking. • Decision making abilities require an increased level of competency in dealing with difficult circumstances under stressful conditions.

CHANGES SINCE LAST CLASSIFICATION REVIEW: This section is not required to be completed if the job description is being written for the conversion to PREP. It should be completed for any subsequent classification requests under PREP.
<ul style="list-style-type: none"> • Consulting/coordinating/informing Disciplinary Hearing Adjudicators within the correctional and remand centres. • Increased and expanded approval for the admission, transferring and release of intermittent servers

