

New

Ministry

Public Safety and Emergency Services

Describe: Basic Job Details

Position

Position ID

Position Name (30 characters)

Director, Resolution

Requested Class

Job Focus

Supervisory Level

Agency (ministry) code

Cost Centre

Program Code: (enter if required)

Employee

Employee Name (or Vacant)

Organizational Structure

Division, Branch/Unit

☐ Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

Supervisor's Current Class

Design: Identify Job Duties and Value

Job Purpose and Organizational Context

Why the job exists:

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

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

The Case Management and Resolution branch is responsible for receiving complaints, concerns, and compliments about police officers, verifying complaints, identifying allegations, information gathering, assigning files to the appropriate unit and preparing final reports and dispositions. It is anticipated the PRC will receive approximately 5,000 public contacts, which will include complaints, compliments, and general concerns. This branch uses trauma-informed practices and de-escalation strategies when dealing with complainants and seeks to resolve complaints collaboratively. Additionally, the branch monitors case workflows, tracks timelines, ensures accurate documentation and prepares detailed reports to evaluate trends and outcomes on files.

The Director of Resolution reports to the Executive Director of Case Management and Resolution. The director oversees two teams in Edmonton and Calgary and provides strategic leadership in designing and establishing the

resolution unit. The director leads unit recruitment activities and leads the unit's transition to full operations.

The Director of Resolution leads the unit responsible for information gathering and resolving complaints in a manner that focuses on restoration wherever practicable. The director oversees the creation of resolution protocols and alternative dispute resolution processes. They work with externally contracted alternative dispute resolution services, ensuring activities align with PRC policies and legislation. Collaborating closely with teams across the PRC, the director will develop a structured, legally sound, and sustainable resolution model that prioritizes early and alternative dispute resolution while maintaining fairness, accountability, and transparency.

As a key member of the PRC's leadership team, the director provides strategic advice to executive leadership, influencing policy changes and procedural enhancements to support public confidence in the PRC.

Responsibilities

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

- 1. Strategic advice** - the PRC's mandate is advanced through expert operational advice and execution of strategic and operational plans.
 - Leads the development and implementation of resolution strategies and procedures to ensure efficiency, consistency, and fairness in complaint handling.
 - Provides input and subject matter expertise into the development of policies and frameworks related to resolution of complaints about police.
 - Identifies emerging issues and trends that impact decision-making and leads the implementation of policy and process enhancements concerning complaint resolution.
 - Represents the PRC on cross-divisional and cross-ministry committees, task forces, and working groups to advance the PRC's priorities and strengthen partnerships.
 - Participates in external committees, working groups and initiatives as required.
 - Provides leadership and direction to resolution managers and staff, ensuring efficient and effective processing of complaints in alignment with legislative and policy requirements, and strategic priorities.
 - Receives level 1 calls from police services as part of a 24/7 on-call schedule. Level 1 incidents concern serious and sensitive matters about police. The director must decide whether the matter should be investigated by the Alberta Serious Incident Response Team (ASIRT).
 - Acts for the executive director, as required.
- 2. Excellence in complaint resolution and decision-making** - oversight of professional, timely and fair resolutions and decision-making restores communities and promotes public confidence in the PRC and policing in Alberta.
 - Provides strategic oversight of the resolution unit, supporting the management of information gathering and alternative dispute resolution, in alignment with legislation and policy.
 - Oversees all activities related to information gathering, and resolution of complaints and holds others accountable for adhering to the established standards. This is achieved by communicating expectations, reviewing, and providing feedback to staff and managers, and identifying and supporting training needs within the unit.
 - Develops and implements trauma-informed and culturally competent practices into the resolution program, which align with PRC policies.
 - Leads the development and implementation of resolution strategies that prioritize early, informal, and alternative dispute resolution, reducing the burden on formal investigations.
 - Leads the development and management of the PRC's resolution program, including oversight of internal staff and externally contracted providers.
 - Ensures resolution staff have access to and use all available evidence such as body-worn camera footage, dispatch records, GPS data, officer reports, and CCTV footage, to establish case facts.
 - Attends collaborative decision-making committees with staff and leadership across the PRC to provide input into decision-making and case outcomes.
 - In collaboration with other directors, supports timely resolution of complaints, reducing the need for investigations where appropriate.
 - Oversees unit records to ensure compliance with legal and regulatory requirements and holds the unit accountable for maintaining accurate and secure records in accordance with legislation.
 - Identifies and acts on emerging risks and dependencies for the branch and PRC.

- Directly supervises the police liaison function between the PRC, police services and police governance bodies.
- Maintains awareness of changes to legislation, regulations, and industry standards pertaining to complaint resolution in the context of policing and communicates relevant impacts to managers and staff in the unit.

3. Stakeholder management - the PRC's priorities and mandate are advanced through strong relationships among law enforcement, Indigenous communities, and community organizations.

- Develops and maintains collaborative and consultative relationships with key stakeholders to enhance the effectiveness of complaint resolution program.
- Oversees collaboration with the community connections team to develop alternative resolution pathways that support community-based accountability.
- Oversees the police liaison program, working closely with law enforcement agencies, commissions, and police associations to ensure resolution efforts are fair, transparent, and aligned with best practices in police oversight.
- Engages with municipalities, Indigenous groups, and community groups to understand concerns, foster trust, and support resolution strategies that reflect public expectations.
- Represents the PRC in committees, working groups, and strategic initiatives, aligning the resolution unit's work with broader police oversight priorities, when appropriate.
- Contributes to the PRC's communication and issues management strategies by identifying trends, emerging issues, and stakeholder concerns that may impact the resolution program and the PRC.
- Strengthens the PRC's credibility and influence within the policing oversight community by ensuring staff and managers are informed of regulatory developments, evolving best practices, and trends in complaint resolution.

4. Strategic leadership and unit administration - strategic leadership and professional administration of the resolution program promotes public trust in the PRC and restores communities.

- Provides strategic leadership in management and staff recruitment, onboarding, and professional development to support the long-term operations of the PRC.
- Champions the principles of equity, diversity, and inclusion, integrates these principles into organizational practices and holds colleagues, managers, and staff accountable to adhering to these principles.
- Ensures alignment of resolution activities with the PRC's operational and strategic objectives.
- Oversees unit financial resources in accordance with budget allocations, legislation, and government procedures, and raises emerging issues concerning unit finances to the executive director.
- Drives the achievement of legislated and internal service standards, ensuring timely and effective processing and resolution of complaints while maintaining high-quality decision-making.
- Leads and oversees the unit's performance excellence cycle in a manner that promotes achievement of the PRC's goals and strategies and supports staff and manager development.
- Collaborates and documents appropriate approvals for business activities such as budget, travel, training, and procurement.
- Provides strategic leadership in management and staff recruitment, onboarding, and professional development to support the long-term operations of the PRC.
- Champions the principles of equity, diversity, and inclusion, integrates these principles into organizational practices and holds colleagues, managers, and staff accountable to adhering to these principles.
- Ensures alignment of resolution activities with the PRC's operational and strategic objectives.
- Oversees unit financial resources in accordance with budget allocations, legislation, and government procedures, and raises emerging issues concerning unit finances to the executive director.
- Drives the achievement of legislated and internal service standards, ensuring timely and effective processing and resolution of complaints while maintaining high-quality decision-making.
- Leads and oversees the unit's performance excellence cycle in a manner that promotes achievement of the PRC's goals and strategies and supports staff and manager development.
- Collaborates and documents appropriate approvals for business activities such as budget, travel, training, and procurement.
- Develops, implements, and continually enhances human resource planning strategies, including recruitment, leadership development and succession planning, to meet short-term and long-term human resource requirements.

Problem Solving

Typical problems solved:

The Director of Resolution works collaboratively across the PRC to align the complaint resolution program with the agency's strategic direction and operational plan. The director provides leadership in setting the operational framework for information gathering and case resolution activities, ensuring that processes and outcomes are effective, transparent, and responsive to the needs of Albertans. The position requires a strong understanding of current and emerging trends in policing, oversight, procedural fairness, and administrative decision-making.

The director is responsible for managing unit resources and driving performance in a high-profile, politically sensitive, complex, and evolving environment. This includes developing and overseeing the execution of operational plans, monitoring workload distribution, and ensuring resolution processes are timely, and aligned with legislative and policy frameworks. The director provides expert input into the development of strategic plans and is responsible for the effective management and allocation of resources, including personnel, external vendor management, and workflow optimization towards achieving goals established in strategic plans.

The director upholds conditions for excellence in information gathering and complaint resolution by continuously assessing priorities, refining processes, monitoring information sharing practices, and ensuring compliance with legislation and policies. This is achieved through data-driven decision-making, the establishment of clear resolution benchmarks, and the use of ongoing debriefings and lessons learned exercises to enhance effectiveness.

Types of guidance available for problem solving:

This position operates within a complex framework of acts, regulations, standards, and policies. The director must exercise sound judgment and expertise to oversee resolution operations in a manner that upholds the PRC's mandate while optimizing efficiency. Guidance is available from the Executive Director of Case Management and Resolution, as well as advice and perspectives from other directors and senior staff within the PRC.

The director may engage with police oversight bodies across Canada for insights and advice on best practices; however, all external advice must be carefully evaluated within the unique operational context of the PRC, considering factors such as organizational priorities, resource availability, and risk tolerance.

The PRC model is distinct within Canada, requiring the director to navigate challenges with a high degree of independence. The PRC's resolution practices are novel in Canada. There are few established police complaint resolution programs to draw from and external guidance is not always available. Additionally, due to the sensitive nature of complaints against police, external guidance is not always available. The director must rely on their professional judgement, analytical skills, and knowledge of procedural fairness to make informed, defensible decisions with limited external input.

Direct or indirect impacts of decisions:

The Director of Resolution makes decisions that have both direct and indirect impacts on police oversight in Alberta. Decisions related to staffing, resource allocation, resolution workflows, and information gathering strategies directly influence the PRC's ability to handle complaints efficiently and fairly while meeting legislated timelines and internal service standards.

There is a high likelihood that the PRC will face many litigation attempts. The director of resolution leads the PRC's alternative dispute resolution program. This is a novel approach in Canada and must be managed fairly and transparently to avoid litigation. Legal challenges are costly, time-consuming, and can divert resources away from core PRC functions. Litigation presents a significant risk to the PRC, and unfavorable case law may establish legal precedents that limit the PRC's ability to manage complaints while also increasing long-term costs. Over time, these legal and financial burdens can undermine the PRC's capacity to fulfill its mandate, reduce public trust in police oversight, and complicate future efforts to ensure fair and impartial complaint resolution.

The director's decisions have a significant impact on complainants, subject officers, witness officers, police services, and the broader public. Complaints involve allegations of police misconduct, and the professional handling of these cases is critical to maintaining public confidence in both the oversight process and policing in Alberta.

Key Relationships

Major stakeholders and purpose of interactions:

Internal

- 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.
- Executive Director, Case Management and Resolution - receive strategic direction, provide information, updates, and seek advice as required.
- Chief Executive Officer, PRC - to provide updates and recommendations, as requested.
- Others on the PRC senior leadership team - to seek and share information, collaborate, and communicate and make decisions.
- Cross-ministry and cross-divisional partners such as the Law Enforcement Oversight Branch, Public Service Commission, Justice, and Technology and Innovation, - to share information, collaborate and to seek and share advice.

External

- Representatives from municipal and Indigenous Police Services - to update and share information on the status of allegations.
- Oversight agencies and associations across Canada - to share information, collaborate, discuss best practices, and support long-term improvement.
- Police associations - to provide updates and share information on the status of allegations where appropriate.
- Subject officers, complainants, and witnesses - to provide updates and share information regarding the resolution process, where applicable.
- Indigenous and non-Indigenous community and other stakeholder organizations - to provide information about the PRC, and to seek advice and perspectives about the agency's services.

Required Education, Experience and Technical Competencies

Education Level

Bachelor's Degree (4 year)

Focus/Major

2nd Major/Minor if applicable

Designation

If other, specify:

Undergraduate degree in related field plus seven years of progressively responsible experience

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

Job-specific experience:

- Experience leading alternate dispute resolution processes with a focus on neutrality, inclusivity, and clear communication.
- Significant experience working within a highly legislated/regulated program and applying administrative decision-making processes.
- Experience developing successful working relationships across a wide array of stakeholders.

Technical competencies, certification, and/or training:

- Knowledge of law enforcement agency, police service, or regulatory oversight body, with a strong understanding of police service structure, operations, and culture.
- Strong understanding the *Police Act* and regulations, policing policies and procedures, and related provincial and federal legislation, along with a demonstrated understanding of police duties and responsibilities.
- Superior communication skills and proven consultation, negotiation, conflict resolution and influencing skills with a high degree of political acumen.
- Advanced business acumen and strategic thinking skills combined with the ability to solve highly complex interdisciplinary problems and resolve complex issues.
- In-depth understanding of trauma-informed, culturally competent, and equity-based practices in conflict resolution.
- Ability to navigate sensitive and complex cases with discretion, empathy, and professionalism.
- Proven ability to foster collaboration and build strong long-standing relationships in dynamic environments with diverse stakeholders, including law enforcement agencies, community organizations, and government bodies.
- Cultural competencies for working with Indigenous and diverse communities.

- Professional judgment and decision-making skills along with conceptual and critical thinking skills to monitor and evaluate systems and processes and work toward continuous improvement.
- Ability to critically review a variety of reports to ensure procedural integrity and adherence to outlined policy and legislation (e.g., qualitative, quantitative, academic, business cases, etc.).
- Ability to work effectively under pressure, managing urgent and high stakes matters with precision.
- Strong leadership and team management skills, with the ability to motivate and guide staff in a fast-paced, dynamic environment, effectively manage up, and build consensus across units.
- Proven ability to manage change positively and proactively.
- Must be able to pass a certified criminal records check and police information check.
- Class 5 driver's license and a clear driver's abstract. Travel across Alberta is required.

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 type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Integrates broader context into planning: <ul style="list-style-type: none"> • Plans for how current situation is affected by broader trends • Integrates issues, political environment and risks when considering possible actions • Supports organization vision and goals through strategy • Addresses behaviours that challenge progress 	Integrates perspectives from diverse stakeholders such as complainants, police officers, Indigenous communities, and organizations representing vulnerable or marginalized groups into the PRC's resolution program.
Drive for Results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	Works to remove barriers to outcomes, sticking to principles: <ul style="list-style-type: none"> • Forecasts and proactively addresses project challenges • Removes barriers to collaboration and achievement of outcomes • Upholds principles and confronts problems directly • Considers complex factors and aligns solutions with broader organization mission 	Uses data to proactively identify existing or future challenges with the PRC's resolution program. Addresses operational and project challenges by communicating vision to staff, managing change and upholding principles while confronting problems directly.

Develop Networks	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<p>Makes working with a wide range of parties an imperative:</p> <ul style="list-style-type: none"> • Creates impactful relationships with the right people • Ensures needs of varying groups are represented <ul style="list-style-type: none"> • Goes beyond to meet stakeholder needs • Ensures all needs are heard and understood 	<p>Actively build and nurture strong, collaborative relationships with key stakeholders, including complainants, police services, and community organizations. Foster trust and open communication through regular engagement, ensuring that all parties are informed, heard, and respected throughout the complaint resolution process. Leverage these relationships to enhance cooperation, address concerns proactively, and promote shared goals of transparency, accountability, and fairness in police oversight.</p>
Develop Self and Others	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/>	<p>Encourages development and integration of emerging methods:</p> <ul style="list-style-type: none"> • Shapes group learning for team development • Employs emerging methods towards goals • Creates a shared learning environment • Works with individuals to develop personal development plans 	<p>Foster a culture of continuous learning by encouraging team members to share insights and lessons from cases. Support staff in attending courses, obtaining certifications, and promote professional growth.</p>