


Job Description

Select Reason for Review 

- ☒ New
- ☐ Update
- ☐ Reclassification

Every employee in the Alberta Government benefits from having clear expectations of their duties. A job description also supports organizational design, recruitment, employee performance, learning and development, and succession planning.

Use this tool to define a job.

Defining a job in three steps:

- Describe - Identify the job within the organization.
- Design - Describe job responsibilities and authorities.
- Assign - Sign to confirm responsibilities and submit to HR.

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Public (when completed)

Common Government

[Guide](#) [Benchmarks](#) [Competencies](#) ?

New

Ministry

[Public Safety and Emergency Services](#)

Describe: Basic Job Details

Position

Position ID

Position Name (30 characters)

[Director, Case Management](#)

Requested Class

[Senior Manager \(Zone 2\)](#)

Job Focus

[Operations/Program](#)

?

Supervisory Level

[01 - Yes Supervisory](#)

Agency (ministry) code ?

[PSES](#)

Cost Centre ?

[626239](#)

Program Code: (enter if required) ?

Employee

Employee Name (or Vacant)

[Vacant](#)

Organizational Structure

Division, Branch/Unit

[PRC, Case Management and Resolution](#)☐

Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

[Executive Director, Case Manag](#)

Supervisor's Current Class

[Executive Manager 1](#)

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, 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 Case Management 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 case

management unit. The director leads unit recruitment activities and leads the unit's transition to full operations. The director also leads the creation of sustainable case management processes for the intake, triaging and tracking of complaints against the police. The director is responsible for operating the unit as an accountable, high-performing team, continuously improving the case management strategies to align with legislative changes, emerging best practices, and evolving public expectations.

The director is responsible for supporting the PRC as a leader in transparent, independent, and efficient police oversight. This is achieved by establishing standardized case documentation guidelines, developing performance metrics, and implementing templates for correspondence and reporting that promote consistency and professionalism. The director oversees audit and quality assurance processes, identifies process improvements opportunities to better adhere to legislated timelines and service standards, and implements mechanisms to support procedural fairness.

The director monitors and evaluates case outcomes, identifying trends, systemic issues, and gaps to inform executive decision-makers. They provide operational input into the development of performance analytics, operational dashboards, and public reports, ensuring transparency and accountability at all levels of case management operations.

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 case management 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 case management practices related to complaints about police.
 - Identifies emerging issues and trends that impact decision-making and leads the implementation of policy and process enhancements concerning case management.
 - 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 case management 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 case management and decision-making** - oversight of professional, timely and fair case management processes promote public confidence in the PRC and policing in Alberta.
 - Provides oversight of the case management unit, supporting case management activities for the full lifecycle of all complaints, in alignment with legislation and policy.
 - Oversees all activities related to complaint intake, timeline tracking, and case closures and holds others accountable for adhering to 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 case management practices that align with PRC policies.
 - Leads the development and implementation of case management strategies that prioritize procedural fairness, transparency, and adherence to legislated timelines and service standards.
 - 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, monitors complaint timelines and works across units to support investigators and resolution specialists to conclude cases in accordance with legislated timelines and service standards.
 - In collaboration with legal services and other directors, reviews and approves decision letters on complex

matters to ensure clarity, accuracy, and compliance with relevant legislation, and obtains final approvals prior to the distribution to relevant parties.

- 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.
- Maintains awareness of changes to legislation, regulations, and industry standards pertaining to the PRC, and communicates relevant impacts to managers and staff in the unit.
- Monitors the management and coordination of affected persons support, ensuring timely and sensitive handling of cases, with a focus on maintaining the well-being and rights of individuals.
- Reviews dashboards, ad hoc reports, and data summaries from the case management system, presenting trends to executive leadership and providing strategic insights to guide decision-making, process development, policy formulation, and resource allocation.
- In collaboration with legal services, oversees the disclosure of records to the hearing secretariat in preparation for disciplinary hearings. The position would also the document generation for other types of disclosure, such as *Freedom of Information and Protection of Privacy* (FOIP) requests or for civil litigation.
- Maintains awareness of changes to legislation, regulations, and industry standards pertaining to complaint management 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.

- Establishes and monitors notification practices for police services and complainants, ensuring timely, clear, and accurate communication regarding complaint statuses, investigations, resolutions, and outcomes.
- Oversees the development of template letters to ensure clear, consistent, and professional communication, improving stakeholder relationships, and promoting professionalism in the complaint resolution process.
- Develops and maintains collaborative and consultative relationships with key stakeholders to enhance the effectiveness of case management operations.
- Works closely with police services and police associations to ensure case management practices are transparent and understood by external partners and individual police officers.
- Engages with municipalities, Indigenous groups, and community groups to foster trust and promote case management strategies that reflect public expectations.
- Represents the PRC in committees, working groups, and strategic initiatives, aligning case management operations 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 case management and the PRC.
- Strengthens the PRC's credibility and influence within the policing oversight community by ensuring staff remain informed of regulatory developments, case management best practices, and trends in police accountability.

4. Strategic leadership and unit administration - strategic leadership and transparent, professional and consistent case management practices promotes public trust in the PRC.

- Provides strategic leadership in 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 directors and managers accountable to adhering to these principles.
- Ensures alignment of case management activities with the PRC's operational and strategic objectives.
- Oversees unit financial resources in accordance with budget allocations, legislation, and government procedures, raising emerging financial issues with the executive director.
- Drives the achievement of legislated and internal service standards, ensuring timely and effective processing 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.
- 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 Case Management works collaboratively across the PRC to align case management operations with the agency's strategic direction and operational plan. The director provides leadership in setting the case management framework for the lifecycle of complaints against police, ensuring that processes are effective, transparent, and responsive to the needs of the public and key stakeholders. The position requires a strong understanding of current and emerging trends in police 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 case management 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, technology, and workflow optimization towards goals achieving goals established in strategic plans.

The director upholds conditions for excellence in case management by continuously assessing priorities, refining processes, measuring performance outcomes, and ensuring compliance with legislation and policies. This is achieved through data-driven decision-making, the establishment of clear performance benchmarks, and the use of ongoing debriefings and lessons learned 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 case management 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 case management practices are novel in Canada. There are few established programs with a similar scope or approach as the PRC. For example, all agencies across Canada refer most cases back to police services and provide oversight of the investigation. In Alberta, the PRC retains nearly all investigations and manages all cases directly. This creates unique case management challenges, particularly as it relates to case management and decision-making. 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 Case Management makes decisions that have both direct and indirect impacts on oversight in Alberta. Decisions related to staffing, resource allocation, case management workflows, and intake and case coordination strategies directly influence the PRC's ability to handle complaints efficiently and fairly while meeting legislated timelines and internal service standards.

The director oversees all aspects of the complaint lifecycle with particular attention to adhering to legislated timelines, internal service standards and transparent communication of decisions. If cases are not managed appropriately or decisions are not communicated properly, it can lead to perceptions of unfairness and damage the PRC's reputation. Mismanagement or delays in communication can erode public trust and undermine the effectiveness of the oversight process. Failing to meet legislated timelines could result in legal consequences, including potential litigation. Case management practices and decisions must be communicated clearly and managed appropriately. Such outcomes can have long-term impacts on the PRC's ability to fulfill its mandate and maintain credibility with stakeholders.

The director's decisions also 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 - to receive strategic direction, provide information, updates, and advice, as requested.
- 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.
- Hearing secretariat - to share information and to prepare hearing packages in accordance with the requirements of the registrar.
- Cross-ministry and cross-divisional partners such as the Law Enforcement Oversight Branch Public Safety and Emergency Services, Public Service Commission, Justice, Technology and Innovation, Service Alberta and Red Tape Reduction, - to share information, collaborate and to seek and share advice.

External

- Representatives from municipal and First Nations 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 case statuses, 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	Focus/Major	2nd Major/Minor if applicable	Designation
Bachelor's Degree (4 year)			

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:

- Significant experience leading case management teams with high workloads and highly scrutinized timelines.
- Significant experience working in a highly legislated/regulated program and significant experience with administrative decision-making processes.
- Significant experience leading process improvement initiatives with attention to timelines, accuracy and public reporting.
- Experience developing successful working relationships across a wide array of stakeholders.

Technical competencies, certification, and/or training:

- Strong understanding of 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.
- 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 security clearance, fingerprinting, 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 	Analyze emerging public concerns and social trends affecting police oversight and public trust. Use a systems-thinking approach to connect legislative frameworks, stakeholder perspectives, and operational processes. Provide strategic leadership to support the executive director and advance the PRC's vision.
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 	Anticipate and remove challenges in the case management process, ensuring adherence to established service standards. Foster open communication among stakeholders, addressing issues and upholding fairness and accountability.

Develop Networks	○ ○ ○ ● ○	<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 • 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, legal teams 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	○ ○ ○ ● ○	<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>

+ -

Benchmarks ?

List 1-2 potential comparable Government of Alberta: [Benchmark](#)

Branch Head, Inspection and Investigations Branch, Environmental and Food Safety Sector, Agriculture and Forestry, (M420-43)
 Director of Investigations, Alberta Serious Incident Response Team, Public Safety Division, Public Safety and Emergency Services.

Assign

The signatures below indicate that all parties have read and agree that the job description accurately reflects the work assigned and required in the organization.

Employee Name

Date yyyy-mm-dd

Employee Signature

Supervisor / Manager Name

Date yyyy-mm-dd

Supervisor / Manager Signature

Remove Signature

Add Signature

Jessica Thomson

2025-04-16

Director / Executive Director Name

Date yyyy-mm-dd

Director / Executive Director Signature

Remove ADM Signature

Add ADM Signature

ADM Name

Date yyyy-mm-dd

ADM Signature

Remove DM Signature

Add DM Signature

DM Name

Date yyyy-mm-dd

DM Signature