

Working Title Director, Operations		Name Vacant	
Position Number	Reports to Position No., Class & Level	Division, Branch/Unit Correctional Services Division, Adult Centre Operations Branch, Edmonton Remand Centre	Ministry
Present Class	Requested Class Senior Manager 1		Levels to Deputy Minister (Not including incumbent level)
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 operations 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 effective operation of the Edmonton Remand Centre (ERC). In addition, the position provides advice and recommendations with respect to emerging issues, key risks, and opportunities related to the management and operation of the ERC.

The position provides leadership and direction in the day-to-day operation of the ERC, a facility that operates on a 24/7 rotating basis and houses minimum, medium, and maximum security remand inmates for the northern region of the province. The position is accountable for the management and supervision of the centre operations which includes a leading role in the planning, coordination, and control of the daily activities of the facility. The position also plays a key role in leading the effective management of the care, custody, and control of the inmate population entrusted to the ERC by the courts to ensure the safety and security of ERC staff, inmates, visitors, and community at large. By providing direction to a team of managers, supervisors, and correctional peace officers, the position is responsible for the effective delivery of services for inmates, including ensuring that inmates are monitored, placed, and effectively managed and that security procedures and functions related to the physical plant and inmates are maintained at a high level. The position ensures that processes exist to identify gaps in program and service delivery and facilitates the ongoing review and assessment of operational procedures, practices, and standards to ensure that they are effective, efficient, integrated, and that they meet the needs of the ERC as well as those of inmates and other stakeholders. The position also ensures that all operational activities are in compliance with relevant Ministry and ERC policies, standard operating procedures, practices, the collective agreement, as well as with provincial and federal legislation. In addition, the position works closely with executive and senior management to ensure that programs and services are continually assessed from a quality assurance perspective to ensure that they are effective, reflective of best practices, and that they meet the needs of stakeholders. The position also maintains effective working relationships with stakeholders to facilitate information exchange, obtain cooperation, to 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 of management and correctional staff involved in overseeing all inmate routines and activities, including the admission, custody, release, and transfer of inmates 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 Operations 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 the management team and staff 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 that ERC operational activities are compliant with applicable legislation, regulations, policies, and standard operating procedures.

Leadership and direction is provided to the ERC Operations functions to ensure that programs and services contribute to the achievement of Ministry and Division business plan goals and objectives. The following activities are included in this accountability:

- Provides direction to ensure that ERC operations are effectively managed and evaluated to deliver outcomes in accordance with Ministry and Division business plans and to ensure that they are consistent, reflective of best practices, responsive to changing stakeholder needs, and to identify opportunities for improvement.
- 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.
- Leads in the establishment and implementation of effective operational processes and practices that meet the needs of the Ministry and that respond to the spiritual, ethnic, gender, and special needs of inmates.
- Provides direction to ensure that inmates are appropriately reviewed and managed in accordance with relevant policies, procedures, and processes in order to maintain the security of the centre and the safety of ERC staff and inmates.
- Ensures that ERC staff are adequately trained in security practices to contribute to the over-all security of the ERC, to maintain a safe environment for staff and inmates, and to prevent escapes from custody.
- Ensures that processes are established to monitor and identify security deficiencies related to infrastructure, equipment, and staff conduct and ensures that deficiencies are addressed immediately.
- Works collaboratively with other ERC directors in the development of inmate programs and to ensure that security systems, equipment, and procedures meet the overall security needs of the ERC.
- Provides direction to ensure that management and staff are adequately trained to respond effectively to emergency procedures, including medical emergencies, disturbances, escapes, use of force, bomb threats, evacuations, tactical team use and deployment, hostage taking, riots, fire prevention and control, and handling of hazardous materials.
- Provides direction to ensure that designated ERC employees are well trained to interpret and calculate all judicial orders, warrants and sentences in conjunction with relevant legislation, policies, and standing operating procedures in order to guarantee the legal detention, the prevention of wrongful release and to ensure attendance at court, as required, of all inmates.
- 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 complaints, human rights complaints, and civil litigation.
- Maintains collaborative, consultative, and effective working relationships with senior internal and external representatives, including The Alberta Union of Provincial Employees (AUPE), Alberta Infrastructure, and a variety of other stakeholders and service providers in order discuss and resolve overall security and facility maintenance issues and concerns.

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.

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](#)).

- 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 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 operational, security, and program delivery theories and practices
- the criminal justice system
- 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
- correctional operations issues, emerging trends, and best practices
- 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 progressive senior management experience managing the operations of maximum, medium and minimum security institutions. The position also requires extensive experience in human resource management; individual and group behaviour; and court procedures and documents.

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 team in a complex 24/7 correctional environment, to motivate staff to meet ongoing operational challenges, and to manage multiple complex operational 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 in a complex correctional environment
- problem solving skills, judgment, and analytical thinking, including ability to analyze information and risks, make decisions, and resolve problems while delivering results
- verbal and written communication skills
- organizational and project management skills to coordinate diverse range of initiatives and operational activities within rigid time frames

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](#)).

- 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 complement of managers, supervisors, and correctional peace officers responsible for the admission, release, care, custody and control of approximately 2000 inmates in the Edmonton Remand Centre (ERC). The ERC provides remand services for the northern region of the province and also provides specialized placement of inmates for the entire province. The position is expected to provide sound advice to the executive director and associate executive director on issues related to the day-to-day operation of the ERC that contributes to effective planning and decision making within the ERC. Human resource management is an important challenge, with the position responsible for leading staff members requiring specific technical knowledge of inmate management within a large changing correctional facility. The ERC is undergoing significant changes and the position is required to be an effective "change agent" and must ensure that ERC operations are aligned to the business and operational plan goals and that staff are encouraged and supported in order to adjust to potential changes in operational procedures and job responsibilities. The position must balance the demands of managing the increasing number of inmates while ensuring the continued safety of inmates, staff, and other visitors and individuals within the ERC.

The position must solve unique problems and make decisions relating to the ongoing supervision of potential dangerous offenders within the ERC, including using considerable judgment to make timely decisions on potentially dangerous and emergency situations. The position must ensure that effective planning and direction with respect to workload is exercised and must ensure that consistent practices are instituted to successfully achieve results. The position must 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 must gather the relevant facts, get a sound understanding of the issues, make decisions, implement solutions and prepare reports that may be subject to scrutiny and/or investigations, audits, or inquiries. For example, the position is a key resource in terms of reporting and resolving critical after-hours events and situations.

The position determines goals, objectives, and priorities for the operations function, 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
Internal		
Executive Director; Associate Executive Director	Ongoing	Provide briefings and updates; resolve issues and inquiries; provide consultation, advice, and recommendations on responses to issues
Deputy Director, Operations and staff	Ongoing	Provide leadership and expertise; lead development of unit plans and strategies; provide guidance, direction, and advice; and support development of skills and capacity
Directors, Program Managers, other staff within Division and	Ongoing	Provide consultation, advice, and

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
Ministry Human Resources, Finance & Admin., and other support services	Ongoing	recommendations; exchange information and seek expertise; collaborate on initiatives; resolve issues; maintain integrity of program and service delivery; coordinate inmate movement Exchange information; discuss and resolve issues; collaborate on projects and initiatives
External Senior representatives of other GOA ministries, agencies, and authorities (e.g. Alberta Infrastructure, Alberta Justice, Alberta Health Services) Senior representatives of other government jurisdictions, service providers, and criminal justice community (e.g. Correctional Service Canada, Immigration Services, law enforcement agencies, lawyers, contract service providers, Property Management team, volunteers, etc.) Members of the public	Ongoing Ongoing As required	Information exchange; discuss and resolve issues; maintain collaborative working relationships; provide advice and consultation; facilitate cooperation Exchange ideas, best practices, and information; share knowledge and expertise; develop and maintain contacts, collaborative relationships, and partnerships, provide advice and consultation 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

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.

As a member of the ERC management team, the position is jointly responsible for achieving ERC goals and outcomes that contribute to the achievement of relevant Division goals. The position is responsible for providing direction in the day-to-day operation of the ERC, including overseeing the effective and efficient deployment of correctional staff to ensure the safety of inmates, staff and visitors to the ERC as well as to ensure that all shift activity is consistent and in compliance with relevant policies, standards, and legislation. The position provides advice and recommendations to executive and senior management that can significantly impact decision making and may have considerable implications in terms of operational effectiveness of the ERC as well as on financial commitments.

The position leads staff responsible for the care, custody, and control of a large offender population within the ERC. The potential for highly volatile and serious incidents are high given that the facility houses minimum, medium and maximum security inmates and, as a result, decisions can have significant impact on the safety of staff, inmates and visitors within the facility. Results achieved can also potentially affect the ability of other stakeholders involved in the justice community to carry out their mandates and goals. Inaction or ineffective decision making can also lead to negative media attention, result in political embarrassment for the Government and Ministry, and potentially result in negative financial implications or litigation.

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).

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 operations functions responsible for the admission, release, transfer and ongoing supervision of the ERC inmate population.

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.