

New

Ministry

Public Safety and Emergency Services

Describe: Basic Job Details

Position

Position ID

Position Name (30 characters)

Manager, Case Management

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, assigning files to the appropriate unit and preparing final reports and dispositions. It is anticipated the PRC will receive approximately 5,000 citizen contacts, which will include complaints, compliments, and general concerns. This branch utilizes 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.

Prior to implementation of the PRC, the Manager of Case Management reports to the Director of Organizational Development of the PRC Implementation Team. The manager is responsible for leading a team to establish and

operationalize case management processes within the PRC. The manager is responsible for hiring, training, and leading the performance excellence cycle for the team, ensuring staff are equipped with the knowledge and skills required for success. The manager works collaboratively with internal and external stakeholders, providing advice to senior leadership regarding case management policies and processes.

Responsibilities

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

- 1. Case management process and reporting** - the PRC's mandate is advanced through the consistent application of processes for intake, tracking, and resolution of complaints. consistent, fair and transparent decision-making at all levels of the PRC.
 - Oversees the administration and daily operation of the case management team to support efficient intake, tracking, categorization and routing in alignment with PRC policies and legislative requirements.
 - Collaborates with the other manager of case management (north/south) to ensure consistency in case handling, share best practices, address regional challenges, and maintain alignment with the PRC's policies and objectives.
 - Prepares standardized templates for key case management documents, including notification letters, disposition letters, update letters, rejection letters, frivolous/vexatious rejection letters, and general correspondence, ensuring clarity, consistency, and adherence to legislative and policy standards.
 - Updates, revises or modernizes case management processes to meet the evolving needs of the PRC, implementing enhancements to improve data accuracy, reporting capabilities, user functionality in support of continuous improvement.
 - Collaborates with the Operational Support Services branch to troubleshoot technical issues, propose system modifications, and implement new features that align with PRC's operational needs.
 - Generates reports and data summaries from the case management system, analyzing trends and providing insights to inform decision-making, process development, policy development, and resource allocation.
 - Regularly assesses and refines case management processes and guidelines based on data-driven insights, case trends, and lessons learned from past cases.
 - Defines clear roles and responsibilities for case management supervisors and staff, establishing protocols to promote efficiency and minimize duplication of effort.
 - Creates and maintains detailed process documentation, including workflow charts, procedural manuals, decision matrixes, and guides to ensure staff have clear and accessible references when handling cases.
 - Establishes performance metrics and service standards for file progression, including response times, summary criteria, and resolution benchmarks to track efficiency, compliance, and effectiveness in handling complaints.
 - Ensures alignment of workflows with legislative requirements, PRC rules, policies, and procedures, adapting processes as needed to reflect regulatory changes and evolving best practices in administrative fairness and police oversight.
 - Implements quality assurance measures such as periodic file audits, peer reviews, and compliance checks to assess adherence to case management protocols and identifies areas for improvement or refinement.
 - Uses case management technology and data tracking tools to ensure accurate documentation, and enable real-time tracking of case statuses, deadlines, and key milestones.
 - Develops protocols for complex or high-risk cases, that require escalation to senior management.
 - Assists in processing and tracking Freedom of Information and Protection of Privacy Act (FOIP) requests, reviewing records for disclosure, redacting sensitive information, and ensuring compliance with FOIP legislation.
- 2. File intake, summary and disposition** – the PRC's mandate is advanced through the accurate documentation of complaints, and adherence to established timelines.
 - Provides leadership and direction to case management supervisors and staff, ensuring efficient and effective processing of complaints in alignment with legislative and policy requirements.
 - Oversees supervisors and other staff responsible for the intake and summary of complaint submissions, ensuring they collect all necessary information and documents, analyze cases, and determine appropriate next steps.
 - Facilitates coordination between resolution and investigation units, ensuring seamless transitions between case processing stages and minimizing bottlenecks in workflow.

- Establishes and applies standardized intake protocols, holding staff accountable for ensuring consistency, efficiency, and adherence to procedural fairness principles.
- Collaborates with internal stakeholders (e.g., legal advisors, resolution specialists, investigators) to refine case management processes, integrating feedback and best practices from multiple perspectives.
- Monitors the case management team's engagement with complainants, ensuring professional communication when requesting missing information, clarifying allegations, and setting expectations.
- Develops and implements quality assurance measures to ensure that case summaries are comprehensive, accurate, and support informed decision-making by resolution specialists, investigators, and senior leadership.
- Analyzes complaint trends and emerging issues, identifies patterns in case intake that may require policy or procedural refinement.
- Reviews disposition letters, emails, and general correspondence, ensuring legally defensible correspondence, clarity, and compliance with PRC standards.
- Works with the Hearing Secretariat to prepare and organize hearing binders for relevant parties, providing comprehensive case materials in accordance with legal and procedural requirements.
- Monitors and evaluates intake workflow efficiency, identifying and addressing bottlenecks to improve service delivery and optimize case processing timelines.
- Supports training and mentorship initiatives for case management supervisors and staff, to provide team members with the necessary skills and knowledge to perform their roles.
- Works directly with the hearing secretariat and PRC legal services to gather information from the case management system and prepare disciplinary hearing packages.

3. File audits and review – the PRC's mandate is advanced by compliance with legislation and other requirements.

- Conducts regular audits and reviews of files to maintain accuracy, consistency and compliance with legislation, policies and rules and creates processes for improvements where necessary.
- Monitors deadlines and key case milestones, ensuring compliance with regulatory timeframes, and escalates overdue files as necessary to maintain accountability and efficiency.
- Reviews files to assess whether proper documentation and categorization of complaints within the system. This helps to ensure accurate record keeping that supports data-driven decision-making and trend analysis.
- Provides training and guidance to PRC supervisors and staff on system functionalities, ensuring all team members can effectively use the platform to support case management processes.
- Monitors review of casefile records to verify completeness before closure, ensuring all necessary actions, notifications, and procedural steps have been properly executed.

4. Team administration and leadership - Manage, coach, and develop a team of supervisory, professional and administrative staff in support of the PRC's quality assurance and case management functions.

- Provides feedback, mentorship, coaching, support, reviews, writing and editorial support to supervisors and staff as needed.
- Engages staff and promotes a culture that encourages feedback, embraces innovation, and fosters mutual respect.
- Encourages supervisors and staff to maintain positive working relationships with diverse stakeholders to develop and deliver the best solutions within established timelines.
- Manages team human resources (e.g., recruitment of staff, development of performance agreements and learning plans, performance management, and ongoing allocation and management of workload).
- Ensures the principles of equity, diversity and inclusion are integrated into case management branch of the organization.
- Provides appropriate maintenance and security of records, including appropriate disposition of transitory information, and ensure staff handle records appropriately.
- Delivers assignments on time and in a manner that meets the requirements of senior leadership.
- Acts for the director, as required.

Problem Solving

Typical problems solved:

Public trust and confidence in policing are enhanced by an effective and efficient oversight model. There have been significant concerns raised by Albertans about the existing police complaints process. Challenges in the current system include inconsistent approaches to police oversight investigations and resolutions, training, and limited resources for

professional development. These issues can impact public confidence.

The Manager of Case Management addresses these challenges by leading the development, implementation, and maintenance of the PRC's case management processes, templates and other requirements. They ensure the efficient intake, assignment, and tracking of complaints, facilitating timely resolutions and maintaining consistency across cases. By overseeing a team of supervisors and case coordinators, the manager ensures that complaints are processed in compliance with legal and regulatory standards while identifying gaps or inconsistencies in case documentation. They also work to optimize workflow, implementing improvements to increase efficiency and enhance the overall quality of case management.

Additionally, the manager supports supervisor and staff training, identifies, discusses and provides recommendations on the routing of complex complaints, and works collaboratively with the resolution and investigations teams to ensure smooth transitions across each stage of the lifecycle of the case. These efforts advance the mandate of the PRC by ensuring timely complaint resolutions and improved transparency for Albertans.

Types of guidance available for problem solving:

The position will work within a variety of acts, regulations, policies and procedures related to policing, police complaints in Alberta and other related topics. The manager must apply sound judgment and expertise to ensure their team is functioning in an efficient manner while maintaining the PRC's mandate.

Guidance is available from the executive director and director. Advice and support are also available from the second Manager of Case Management (North/South), other managers and staff in the PRC and in the ministry. However, accountability for decisions must be considered within the context of the organizational environment, as it can be challenging to determine who to consult and when. Effectively timing and structuring discussions is critical to ensuring informed decision-making, particularly in the complex landscape of police oversight.

Direct or indirect impacts of decisions:

The Manager of Case Management has a direct impact on the PRC's overall process for handling complaints against police in Alberta. Failure to do so could result in delays, inconsistent decisions, leading to public criticism and potential legal challenges. Timelines are prescribed in legislation. Failure to adhere to legislated timelines creates legal and reputational risks for the government.

This leadership role overseeing the creation, implementation and maintenance of case management procedures, tools and templates, which significantly affect how complaints are received, assigned, and resolved. The manager is responsible for a team of supervisors and case coordinators and ensures cases are processed consistently and fairly, while addressing any issues related to complaint handling in a way that minimizes confusion and fosters understanding.

Decisions have a direct impact on Albertans by influencing public trust and confidence in the province's police oversight system. These decisions affect complainants, subject officers, police services, and the broader community, as they involve allegations of police misconduct with significant social and legal implications.

Key Relationships

Major stakeholders and purpose of interactions:

Internal

- Supervisors and staff – provide direction and coaching to support professional development, integrate team planning and reporting at the case management level, and guide the resolution of complex case issues.
- Alberta Serious Incident Response Team (ASIRT) staff – collaborate to transfer files, share information, and leverage different subject matter expertise.
- Director –provide updates, trends analysis, comprehensive advice on case management processes, polices, planning and other operational supports.
- Executive director and chief executive officer – provide comprehensive and integrated advice on case management processes, policies, planning, and research activities, offer status updates, raise awareness of emerging case management issues requiring senior leadership involvement, and participate in branch planning and reporting.
- Colleagues across the branch and PRC – share information, seek input and leverage different subject matter expertise.

- Cross-ministry partners (e.g., Public Service Commission, Technology and Innovation, Service Alberta and Red Tape Reduction, etc.) – share information, collaborate, and seek and share advice.

External

- Complainants and legal representatives of complainants – provides information on PRC processes, timeline notifications, information gathering and other necessary information.
- Police services and organizations (municipal police services, First Nations police services, RCMP, police associations, ALERT) – work collaboratively with external partners to identify case management challenges, mitigation strategies, and potential solutions, ensuring that complaints are handled fairly and efficiently.
- Indigenous communities – share information about the PRC, and seek advice on select issues or topics, and seek to understand the perspective of First Nations as it relates to the development of the Police Review Commission.
- Contractors and consultants – provide direction and share information related to contracted goods and services.

Required Education, Experience and Technical Competencies

Education Level	Focus/Major	2nd Major/Minor if applicable	Designation
Bachelor's Degree (4 year)	Arts		

If other, specify:

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

Education and Experience

- University graduation in a related field (Policy Studies, Sociology, Criminology, Public Administration, etc.), supplemented by two years related experience.☐

Equivalency - Directly related education or experience considered on the basis of:

- 1 year of education for 1 year of experience; or
- 1 year of experience for 1 year of education.

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

- Extensive experience in case management systems, ideally within a law enforcement or public sector environment, handling complex cases, complaints or investigations.
- Experience in process development, policy interpretation and implementation, with strong knowledge of legal or regulatory compliance in the context of oversight and public accountability.
- Proven track record of leadership in managing teams, coaching, and supporting professional development.
- Excellent presentation skills to tailor content to different audiences.
- Excellent verbal and written communication skills and application of different strategies to work with different audiences.☐
- Demonstrated strategic thinking and planning skills, including ability to develop, synthesize, articulate, and interpret information obtained from varied sources.☐
- High degree of political acumen and awareness of the political sensitivity of police issues to read and navigate sensitive situations and to navigate government's decision-making processes.
- Demonstrated interpersonal and consulting skills, including ability to establish and maintain effective working relationships across government, sector, and department staff.☐
- Creativity to foster innovation and guide staff through transformation and change.☐
- Ability to lead through influence and motivate action that reflects the needs and perspectives of the PRC and PRC Implementation Team.☐
- Ability to manage change positively.☐
- 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.☐
- Experience collaborating with various stakeholders including law enforcement, legal services, and government.
- Experience with administrative data, such as creating and analyzing reports, and explaining findings to senior leadership.
- Knowledge of conflict resolution strategies and trauma-informed approaches, especially in handling sensitive

complaints.

- Analytical skills to assess case outcomes, identify trends, and make data-driven decisions.

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 	The manager must consider broader trends, including political, social, and legal factors, that impact policing and law enforcement. They use this awareness to inform project planning and implementation, ensuring that actions align with organizational goals while addressing potential challenges or risks.
Develop Networks	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Leverages relationships to build input and perspective: <ul style="list-style-type: none"> Looks broadly to engage stakeholders Open to perspectives towards long-term goals Actively seeks input into change initiatives Maintains stakeholder relationships 	Creates strong networks with internal and external partners to develop the organizational model and implementation plans for the Police Review Commission.
Drive for Results	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	Takes and delegates responsibility for outcomes: <ul style="list-style-type: none"> Uses variety of resources to monitor own performance standards Acknowledges even indirect responsibility Commits to what is good for Albertans even if not immediately accepted Reaches goals consistent with APS direction 	Leads and holds team accountable for achieving results consistent with ministry and government priorities, and the mandate of the Police Review Commission Implementation Team.

Build Collaborative Environments	○ ○ ● ○ ○	<p>Collaborates across functional areas and proactively addresses conflict:</p> <ul style="list-style-type: none"> • Encourages broad thinking on projects, and works to eliminate barriers to progress • Facilitates communication and collaboration • Anticipates and reduces conflict at the outset • Credits others and gets talent recognized • Promotes collaboration and commitment 	<p>Fosters and encourages a working environment where staff are empowered to share ideas, provide feedback and take accountability for their work. This may include coaching staff to improve skills, identifying gaps in knowledge, and working with others in the branch towards common goals.</p>
Agility	○ ○ ● ○ ○	<p>Identifies and manages required change and the associated risks:</p> <ul style="list-style-type: none"> • Identifies alternative approaches and supports others to do the same • Proactively explains impact of changes • Anticipates and mitigates emotions of others • Anticipates obstacles and stays focused on goals • Makes decisions and takes action in uncertain situations and creates a backup plan 	<p>Creating the Police Review Commission will be a first for Alberta. The manager will need to demonstrate agility as new information and new decisions will impact case management policies, organizational design and implementation planning for the PRC.</p>