

New

Ministry

Public Safety and Emergency Services

Describe: Basic Job Details

Position

Position ID

Position Name (30 characters)

VAP Operations Manager

Requested Class

Job Focus

Operations/Program

Supervisory Level

01 - Yes Supervisory

Agency (ministry) code

Cost Centre

Program Code: (enter if required)

Employee

Employee Name (or Vacant)

Vacant

Organizational Structure

Division, Branch/Unit

Strategy, Support & Integrated Initiatives - CPSS

☐ Current organizational chart attached?

Supervisor's Position ID

Supervisor's Position Name (30 characters)

Director - Victim Services

Supervisor's Current Class

Design: Identify Job Duties and Value

Job Purpose and Organizational Context

Why the job exists:

The Victims of Crime Assistance Program (VAP) comprises a suite of services which assists victims of violent crime in mitigating the effects of victimization. The program formally launched in 2023 and will continue to refine and expand to include other new services or programs to support the needs of those impacted by serious violent crime, as further engagement, data, and funding are secured.

Reporting to the Director of Victim Services, this position provides leadership and oversight of the Caseworker team and the Program Support team. This comprises a total of 10 staff (including 2 direct reports in supervisory positions).

The VAP Operations Manager is responsible for the development, implementation, and continued operations of direct VAP supports and services. This position is responsible for administering a complex program and is responsible for motivating/coordinating staff and dealing with client-related issues that require decision making beyond the line staff.

Focus and attention to detail are required to ensure appropriate program operations and provision of services are managed pursuant to program and GoA requirements and in relation to multiple services comprising the programs suite of services. Key activities include ensuring that VAP continues to develop and be implemented effectively while new programs and services are explored and incorporated when appropriate.

This position oversees the appropriate application of program policy, procedures, and guidelines for VAP. This position also assists with the collection of data for performance measures. Complex and/or subjective policy elements also involve consultation with legal representatives, policy leads and other key ministry partners including Human Services and various GoA or other external stakeholder groups. This position will also develop briefing notes and promptly respond to action requests as required.

This position ensures staff are adequately trained, and understand expected results are to reflect program legislative, regulatory and policy best practices.

Responsibilities

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

1) EFFECTIVE TEAM LEADERSHIP

- Lead the Caseworker team (eligibility adjudication) and Program Support (administrative) teams through the ongoing provision and continuing improvement of a sophisticated program of supports and services designed to mitigate trauma and assist victims through the police investigation and subsequent court processes; and to provide these services in a timely and cost-effective manner.
- Ensure effective leadership by providing direction and support to VAP staff by coaching, mentoring, and empowering effective decision-making, providing appropriate performance management feedback, leading by example, and by fostering a professional working environment founded on trust and respect.
- Oversee and manage employee relations issues such as staff conflicts, grievances, or disciplinary matters with diplomacy, sensitivity, and strong conflict resolution and problem-solving skills in compliance with Human Resource policies and procedures.
- Provide cover-off for Director, as required.

2) OVERSEE AND ENSURE CONSISTENCY OF VAP APPLICATION AND DECISIONS

- Allocate resources to ensure applications move through the process in a timely manner.
- Monitor, review, and approve VAP adjudicative decisions to ensure that decisions are fair, impartial, based on accurate data, and within the parameters of program policy, standard operating procedure, legislation and regulations.
- Provide advice, consultation and interpretation of complex issues related to eligibility, medical information, and third-party information details required or received on VAP applications.
- Resolve complex matters respecting decisions on applications. These frequently have the potential to set precedence for the program and may have implications to civil litigation matters involving applicants. Senior management and legal counsel for the program are consulted as needed in those situations.
- Oversee staff adherence to program policy and procedures impacting daily adjudication of files.
- Provide professional support in the assessment and resolution of appeals, which may include detailed clarification and application of legislation and VAP policies/procedures.
- Ensure staff receive training on legislative, regulatory and policy impacting daily adjudication of files.

3) ISSUES RESOLUTION AND COMPLAINTS MANAGEMENT

- Ensure effective resolution of issues and complaints through consultation with stakeholders, development of appropriate complaint resolution processes, and providing expert information and advice.
- Establish strategic and operational working relationships with internal and external partners as necessary to ensure effective understanding and resolution of program access issues and needs.
- Coordinate responses to external issues/inquiries for the Minister, Deputy Minister and senior management of the department through preparation of briefing and background materials and issues/inquiry response.
- Provide accurate, timely advice, analysis, recommendations and support to senior and executive leadership on complex and politically sensitive matters including issue resolution, case management and administrative areas to ensure appropriate service delivery.
- VAP lead for monitoring of and resolution of occupational health and safety issues as they arise.

4) CREATION OF SUSTAINABLE, POSITIVE WORKING RELATIONSHIPS WITH DIVERSE STAKEHOLDERS INSIDE AND OUTSIDE OF VICTIM SERVICES.

- Establish and maintain positive and effective relationships with key internal and external stakeholders and other jurisdictions for the purpose of gaining intelligence and transferring that knowledge into collaborative policy development and management decisions for the purpose of ensuring optimal integration of business goals and ministry objectives.
- Act as a primary contact for Victim Serving Organizations for program inquiries.
- Lead and participate in committees, working groups and partnerships to identify gaps and overlaps in services, minimize duplication, pool resources to maximize impact; and make recommendations best possible solutions and products for VAP.
- Support and coordinate the timely and appropriate preparation and dissemination of print and electronic communications materials such as brochures, newsletters, videos, social media and website information.

5) PROGRAM ADMINISTRATION

- Keep abreast of emerging issues best practices while maintaining an operational focus to provide input and influence on future developments.
- Provide direction in the application of the Victims of Crime and Public Safety Act, regulation, and all other legislation in a fair and consistent manner through the VAP administrative and casework teams
- Review, investigate and prepare documentation in response to Ombudsman investigations, Human Rights complaints, and FOIP requests.
- Participate on committees and in special projects and initiatives to contribute to the advancements of the Ministry, division and branch initiatives and programs.
- Responsible for the maintenance and operation of a productive work environment, ensuring adequate accommodations, maintenance of security, staff safety, provision of administrative materials and

supplies, etc.

- Assign, review and complete Action Requests or other assignments from the Director.
- Assist in preparing presentations, reports and briefing packages as required.

Problem Solving

Typical problems solved:

- The program continues to experience growth in application volumes as the program itself continues to evolve. Principles under the *Act* require expediency as well as accuracy in decision-making processes. Program management must continually strive for client service improvements and program efficiency while ensuring program development and delivery remain victim-centric and trauma-informed.
- Situations often present with unexpected and/or complex variables, and detailed/informed interpretations are required to maintain consistency of decisions. This often requires consultation with Director - Victim Services and legal services.
- Ongoing development and modification of program policies and processes affects program applicants and their potential access to other public assistance and services. This may also initiate or involve change to other government program legislation, regulations, policies or procedures (e.g. social assistance programs, trust administration, health information administration).
- The program decision process is dependent on obtaining sensitive and personal information from police and injury treatment professionals. Discussion and negotiation with the sources occur to resolve concerns. Legal counsel or other programs or ministries may be requested to assist as needed. Similarly, issues involving requests to release information may require assistance from legal counsel or Corporate Services (FOIP Manager).
- Communication of program standards to external stakeholders can affect service delivery by community level stakeholders and the public perception of available services. Misunderstandings directly affect public attitude about VAP and referral of potential applicants to the program as well as applicant expectations. This may also affect perception of the legal community and courts on related criminal and civil proceedings.
- Understanding the impacts of information sharing in accordance with internal program policies, *Victims of Crime and Public Safety Act* and *Regulation* and information sharing legislation relative to the decision process often requires problem solving and critical thinking skills.
- The comprehensive review and response to program related ministerial Briefing Notes, Action Requests and Telephone Action Requests can be both voluminous and nuanced.

Prioritizing workload and resources to deal with competing demands.

Types of guidance available for problem solving:

Assistance in resolving these issues is available from the management and senior management within the department, including colleagues, the Director, and Executive Director.

Direct or indirect impacts of decisions:

- Consistency and expediency in program adjudication and review processes directly impacts whether or not all applicants are treated fairly and receive appropriate assistance or services. This in turn not only impacts the victim's recovery and participation in the judicial process, but the overall perception of the program, the Ministry, and the GoA in its public statements regarding its commitment to serving victims of crime in this province.
- Effective and satisfactory resolution of applicant and external party issues and concerns will limit complaints to Government and/or to media.
- Effective supervision and development of subordinate staff and a cooperative team work environment

within the program unit creates an engaged work group that is more likely to provide professional and compassionate service to victims.

Key Relationships

Major stakeholders and purpose of interactions:

INTERNAL

- Victims Assistance Casework and Program Support Team Leads - Daily - Direct supervision resulting in consistent application of program principles, guidelines, policy and processes. Provide operational direction, consultation
- Victims Services - Director - Weekly - Resolve issues, discuss policy, business planning, program performance measurement matters
- Executive Director - As required - Resolve emerging issues as required, consultation
- ADM's office - As required - Response to queries, complaints
- Deputy's office - As required - Response to queries, complaints
- Communications Branch - As required - Response to queries, complaints
- PSES Legal Council - As required - Legal consultation on policy, individual applications related to the interpretation of legislation
- Victims Assistance Program staff - As required - Consultation, coordination of activities
- Other Managers and Professional Staff in Victims Programs - As required - Consultation, coordination of activities

EXTERNAL

- Office of the Public Guardian & Trustee - As required - Respond to queries or discuss issues relative to common clients or associated policy
- Other government departments and agencies - As required - Exchange information relative to client applications or referrals, respective program requirements, program and policy development
- Victims/Applicants - As required - Exchange of information, issue decisions, response to queries
- Police - As required - Exchange of applicant information, consultation
- Medical Professionals - As required - Exchange of applicant information, consultation
- Lawyers - Weekly/As required - Exchange of applicant information, respond to queries
- Victim Serving Organization Staff and Volunteers - As required - Respond to queries
- Consultants - As required - Consultation, provide direction
- MLA offices - As required - Respond to client queries/complaints

Other Provincial and Federal jurisdictions - As required - Exchange information, consultation

Required Education, Experience and Technical Competencies

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

If other, specify:

Related degree in Public Administration, Business Administration, Political Science, Social Sciences, etc.

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

KNOWLEDGE REQUIRED

- Extensive knowledge and understanding of the intent and purpose of the *Victims of Crime and Public Safety Act and Regulation* and relative to administering the VAP.

- Knowledge of the *Freedom of Information and Protection of Privacy Act* and *Health Information Act*.
- Knowledge of the VAP operational requirements.
- Knowledge of criminal justice processes .
- Knowledge of various federal and provincial privacy legislation requirements.
- Knowledge of other assistance programs and services in Alberta and other jurisdictions.
- Awareness of Alberta Government and department business planning and management reporting requirements.
- Knowledge of Victims Services programs in Alberta.
- Financial expenditure officer best practices and approval processes is an asset.
- Policy and Standard Operating Procedures knowledge.
- Medical knowledge an asset.

SKILLS REQUIRED

- Supervisory experience and skills are an asset.
- Reading and comprehension skills are required in order to interpret, explain and apply the applicable legislation, and in the ongoing development and coordination of policies, regulations, directives, guidelines and procedures.
- Relationship-building skills help facilitate the support of departments and their public agencies in understanding and aligning to government's overall policy direction while improving the governance, accountability and transparency of victim programs.
- Political acumen is critical in managing and resolving complex challenges. Demonstrating political acumen while initiating complex conversations involving divergent views with high level executives within public agencies and the Government of Alberta is critical to success in this role.
- Able to interpret ambiguous and/or contradictory information and apply it to the legislation.
- Well-developed verbal and written communication skills are essential for conflict resolution, conciliation and consultation.
- Business management skills are critical as is the ability to organize activities and manage multiple priorities.
- Supervisory skills such as coaching and performance management are required to assist in the success of staff and in developing their skills for the future.
- Experience with risk management practices is a must.
- Performance management skills.
- Conflict management skills.
- Consulting skills - required to be effective in an advisory role both with the Branch and with external stakeholders.

Change management skills.

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		

Drive for Results	○ ○ ○ ● ○	<p>Works to remove barriers to outcomes, sticking to principles:</p> <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 	<p>Forecast potential challenges and address obstacles before they arise, ensuring smooth operations.</p> <p>Remove barriers to collaboration, ensuring teams have the resources and support they need to achieve outcomes.</p> <p>Uphold core principles and values while directly confronting problems to maintain progress.</p>
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>Build trust and nurture impactful relationships with a broad range of stakeholders.</p> <p>Establish credibility and foster a common purpose with stakeholders across varying functions.</p> <p>Inspire others by connecting with values and beliefs, creating a positive and impactful strategic impression.</p>
Build Collaborative Environments	○ ○ ○ ○ ●	<p>Creates an open environment of communication:</p> <ul style="list-style-type: none"> • Promotes sharing of expertise • Initiates strategic communication systems • Anticipates and addresses potential conflict areas • Inspires with a bold, complete and shared vision • Leads cross-functional collaboration 	<p>Foster an open, communicative environment by promoting the sharing of expertise and facilitating collaboration.</p> <p>Lead and implement strategic communication systems that connect teams and departments.</p> <p>Anticipate and proactively address potential conflict areas to</p>

			<p>ensure smooth collaboration.</p> <p>Promote team commitment by recognizing the contributions of others and ensuring talent is acknowledged.</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>Creates a safe environment where learning is considered a shared experience and where people can continue to develop new skills.</p> <p>Shares experiences with others and works with the team to create a plan on how learning can be applied more broadly to the group.</p>
Agility	○ ○ ○ ● ○	<p>Proactively incorporates change into processes:</p> <ul style="list-style-type: none"> • Creates opportunities for improvement • Is aware of and adapts to changing priorities • Remains objective under pressure and supports others to manage their emotions • Proactively explains impact of change on roles, and integrates change in existing work • Readily adapts plans and practices 	<p>Identifies alternative approaches or courses of action in unclear and complex situations. Supports others to identify, assess, and use alternative approaches.</p> <p>Proactively and clearly communicate the impact of change on roles and responsibilities, and seamlessly integrate innovative approaches into existing workflows.</p> <p>Anticipates the emotional triggers of others and prepares to mitigate reactions and maintain composure and productivity, especially during conflict or highly challenging situations.</p>

Benchmarks

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

M410-18 Manager, Court Operations, Medicine Hat
M410-27 Area Manager, Human Resources and Employment

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

Director / Executive Director Name

Date yyyy-mm-dd

Director / Executive Director Signature

ADM Name

Date yyyy-mm-dd

ADM Signature

DM Name

Date yyyy-mm-dd

DM Signature