

Update

Ministry

Justice

Describe: Basic Job Details

Position

Position ID

Position Name (30 characters)

[Redacted]

Regional Operations Manager

[Redacted]

Job Focus

Supervisory Level

Operations/Program

01 - Yes Supervisory

[Redacted]

Employee

Employee Name (or Vacant)

Vacant

Organizational Structure

Division, Branch/Unit

Current organizational chart attached?

SSII/ACFO

[Redacted] sition ID

[Redacted] sition Name (30 characters)

[Redacted] S n

Design: Identify Job Duties and Value

Changes Since Last Reviewed

Date yyyy-mm-dd

2023-0 98

Responsibilities Added:

The staffing complement has significantly expanded - this position used to oversee a team of 10 Firearms Officers and Agents, now it oversees a team of 17.

Responsibilities Removed:

None

Job Purpose and Organizational Context

Why the job exists:

Reporting to the Director of Operations and Licensing, the Regional Operations Manager is responsible for managing a team of 17 Firearms Officers and Firearms Agents who provide the operational services for the provincial delivery and management of the federal *Firearms Act*. Services provided enhance public safety through the responsible administration and management of firearm licensing, serving a variety of

stakeholders.

The Regional Operations Manager is responsible for overseeing day to day operations and reviewing all Firearms Officer decisions regarding the eligibility of licence holders or applicants to hold firearms licences. The Regional Operations Manager also reviews all proposed corrective actions, public safety concerns, prioritizes and assigns investigations to resolve regulatory issues when possible. This is achieved through a variety of supervisory and management activities, such as overseeing Firearms Officers' and Firearms Agents' interactions with stakeholders, including firearms licence holders, firearms businesses, shooting range, gun clubs, law enforcement, court officers, government officials and other justice system partners). A commitment to public safety is paramount.

Responsibilities

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

1. Leadership and Accountability - The unit is a high-performing team, working toward a common goal of providing the best services to Albertans and businesses, while also acting in the best interest of public safety.

The Regional Operations Manager cultivates leadership and accountability among their direct reports and colleagues by:

- Working in accordance with the *Firearms Act* and regulations, other related federal and provincial legislation and the Canadian Firearms Program.
- Coordinating and supervising the operation of the Alberta Chief Firearms Office (ACFO), including the supervisor of approximately 17 Firearms Officers and Firearms Agents.
- Training, coaching and mentoring staff on the application of various pieces of legislation, regulations and policies relevant to firearms licensing.
- Exercising and promoting good judgment within the framework of protocols established by the ACFO, the *Firearms Act* and the Canadian Firearms Program.
- Fostering a positive working environment that supports effective collaboration, high performance and appropriate staff development.
- Assuring appropriate maintenance and security of records, including appropriate disposition of transitory information within the work unit.
- Ensuring the team administers the Canada Firearms Program in Alberta in a manner that meets the objectives of the program and senior leadership, and promotes public safety.
- Acting in the absence and at the request of senior leadership positions, including the Director (e.g. vacation or illness).

2. Service Delivery Excellence - A primary objective of the Chief Firearm Officer is public safety through the responsible administration of firearms licences for individuals and businesses.

The Regional Operations Manager achieves this important objective within the unit by:

- Cultivating and encouraging a strong commitment and ethic toward service excellence within the unit and among the wider team.
- Managing the conduct of firearms related investigations, liaising with internal and external stakeholders such as law enforcement agencies, court personnel and medical practitioners.
- Overseeing the administration of firearm transactions including but not limited to: licences for individuals and businesses; sponsorship of gun shows; shooting club and range inspections; authorizations to transport; and any other regulatory requirement to possess, acquire and transfer or use a firearm.
- Overseeing, monitoring and providing quality control for course instructors and delivery of the Canadian Firearms Safety Course and Restricted Canadian Firearms Safety Course.
- Investigating and resolving complaints against instructors or trainers, and working with the instructor to ensure corrective action is taken to improve course delivery to meet acceptable standards.

- Managing, assigning and monitoring workload assignments within the team and adjusting resources and priorities as required to maintain service delivery standards.
- Prioritizing investigations conducted by Firearms Officers and Firearms Agents according to the sensitivity of the investigation and potential risk to public safety.
- Reviewing proposed corrective actions, public safety concerns, prioritizing and assigning work queue items and investigations to resolve regulatory issues.
- Reviewing legal documents, including official Notices of Refusal/Revocations, court briefs and summaries of complex investigations that initiate preventative Prohibition Orders for reference hearings, and providing support to Crown Counsel and/or explanation of actions and decisions to the client (e.g. license holders).

3. Operational Planning and Program Implementation - The ACFO administers a highly regulated program. Operational planning and appropriate implementation are paramount in protecting public safety.

The Regional Operations Manager supports the ACFO with position level operational planning and implementation of policies concerning the administration of the *Firearms Act* and other Government of Alberta policy objectives by:

- Leading and managing administrative mechanisms that facilitate program delivery within the work unit.
- Collecting, consolidating and interpreting operational data that supports executive decision making and measuring program outcomes.
- Assigning and monitoring implementation of the ACFO's operational plan and reporting on operational outcomes, including defining performance measures and targets.
- Establishing tracking, reporting and evaluation systems for the operational cycle as required by the Canadian Firearms Program and the ACFO.
- Assisting the Director with the analysis of budget, human resources requirements and business planning.
- Performing quality assurance on operational processes, ensuring consistent, effective practices and procedures for the issuance of firearms licences, authorizations and designations.
- Reviewing all Firearm Officer recommendations to the Director on eligibility or actions required associated to the client (e.g. licence applicant).
- Interpreting policies and business processes and implementing these within the work unit.
- Overseeing the development of appropriate systems and best practices and the appraisal of their effectiveness in the administration of the *Firearms Act* and regulations.
- Leading jurisdictional projects or initiatives and participating in national policy development, best practices, standard operating procedures and research to meet the objectives of the Canadian Firearms Program.
- Providing advice to senior leadership on trends, issues and methodologies surrounding potential incidents, risks, breaches and threats to public safety from firearms. This includes advising on issues related to criminal activities, mental health or questionable affiliations or proclivities of firearms applicants and licenced clients, businesses and others under the *Firearms Act*.

4. Stakeholder and Public Engagement - Public safety objectives are promoted through positive stakeholder relationships.

The Regional Operations Manager contributes to this public safety objective through stakeholder engagement as tasked by their Director by:

- Liaising, collaborating and participating on national working groups and committees (when assigned by the Director) in the development of standard operating procedures, policy guidelines and directives and by supporting their subsequent implementation within Alberta.
- Providing interpretation and advice concerning the administration of the *Firearms Act* and its regulations and Part III of the *Criminal Code* and its associated regulations to the general public and internal and external stakeholders.

- Overseeing Firearms Officers' and Firearm Agents' consultations and communication with firearms industry representatives (e.g. importers, exporters, manufacturers, wholesalers and retailers), organizations (club and range operators) individual firearm clients, law enforcement agencies, court officers and other government employees.
- Overseeing and participating in consultations with internal and external clients and stakeholders. These consultations may include stakeholders with polarized and passionate views concerning the regulation of firearms.

5. Human Resources Management - The Regional Operations Manager supports Human Resources Management activities within the unit.

The Regional Operations Manager contributes to effective Human Resource management and transition planning by:

- Supporting recruitment processes within in the unit including reviewing staffing needs, analyzing FTE and budget realities and completing staffing requests.
- Supporting, developing, coaching and mentoring unit staff to meet program requirements and shifting operational needs.
- Supporting the recruiting, training and performance planning for technical, professional and administrative staff.
- Ensuring performance management processes such as the Performance Excellence Agreements are in place.
- Assessing staff training needs and supporting development of individual training plans to facilitate competency development.
- Encouraging staff participation in career path processes that benefit the individual and organization.

Problem Solving

Typical problems solved:

Two Regional Operations Managers report to the Director of Operations and Licensing and each manager oversees the work of approximately 17 Firearms Officers and Firearms Agents. The ACFO provides services to over 360,000 firearms possession and acquisition licence holders and 660 firearms-related businesses in Alberta. Failure to meet the position's responsibilities could lead to disruptions in services, which could increase the risk of harm to the public.

Types of guidance available for problem solving:

The position can rely on the Director, Operations and Licensing, the ACFO Senior Leadership team, and Legal Services Division for guidance on problem solving. The position works within a variety of legislation and regulations that govern firearms licensing in Alberta. Within this framework, the position ensures the delivery of regulated services, and any developed strategies, initiatives and programs support excellent service delivery and promote public safety. Political, policy and regulatory processes help inform the national and provincial firearms narrative, including all aspects of how firearms are regulated in Canada and beyond.

The following Acts and Regulations support the activities of this position:

- Alberta Firearms Act and associated regulations*
- Firearms Act and regulations*
- Canadian Firearms Program*
- Part III of the Criminal Code and associated regulations*
- Public Service Act*
- Fiscal Transparency and Planning Act*
- Government Organization Act*
- Financial Administration Act*
- Freedom of Information and Protection of Privacy Act*

Requirements under the Official Languages Act (Canada)

Direct or indirect impacts of decisions:

Appropriate operational planning and implementation leads to effective service delivery and promotes public safety. Leading a sound operational planning process results in clear expectations and a productive work environment aligned with the department's goals.

The appropriate handling of Human Resources issues is a critical arena. Congruent, consistent, and fair HR practices are a key to achieving positive business results.

Failure to supervise the application of the legislative and regulatory criteria within the work unit may affect the evaluation of eligibility criteria during approval/eligibility investigations and may result in a client being approved for or retaining a firearms license which could increase the risk of harm to the public.

Failure to supervise the application of the rules of disclosure for materials in an investigation and investigative process (e.g., liaison with Crown Counsel, disclosure, planning and completing court briefs, techniques for preparing and organizing evidence, and supporting documentation required to present testimony in court) could result in an individual retaining access to firearms which could increase the risk of harm to the public.

Key Relationships

Major stakeholders and purpose of interactions:

Primary contacts (daily):

- Director, Operations and licencing
- Regional team members: Coaching, mentorship, training and reviewing assignments.
- Branch staff (including other work units): Information source, team-based projects, input/suggestions.

Secondary contacts (frequent):

- Deputy Chief Firearms Officer and ACFO Senior Leadership Team: Strategic and tactical direction, immediate supervisory direction and project assignment.
- Other divisional/departmental staff - Input, suggestions, ideas and information.

Other contacts (occasional):

- Legal Services Division - Provide information and explain public safety concerns.
- Police agencies - Exchange information.
- Canadian Firearms Program - Exchange information and coordinate activities.
- Firearms businesses - Exchange information, investigations communicate decisions, stakeholder engagement and public education.
- Individual firearms owners/ licence holders - Exchange information, investigations, communicate decisions, stakeholder engagement and public education
- Medical and mental health professionals - Assess public safety concerns with licence holders and applicants.

Required Education, Experience and Technical Competencies

Education Level	Focus/Major	2nd Major/Minor if applicable	Designation
Diploma (2 year)			

If other, specify:

Significant experience in investigations and firearms handling and leading teams in high stress env'ts.

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

- Education and Experience:
 - Experience leading teams in high pressure environments.
 - Experience conducting investigations related to firearms.
 - Significant experience with the Canadian Firearms Program.
- Skills:
 - Sound judgment in evaluating public safety risks.
 - Proven success in leading, coaching and mentoring teams.
 - Leadership and interpersonal skills required to supervise a team of employees.
 - Highly developed communication and mediation skills to deal with complex, and oftentimes immediate customer needs, including community stakeholders, clients, and staff members.
 - Well-developed time management and organizational skills.
 - High proficiency in Microsoft Office applications such as Word, Excel, and Outlook.
- Expert knowledge of:
 - The *Firearms Act* and regulations, Canadian Firearms Program and Part III of the Criminal Code and its associated regulations.
 - Interrelationship between the province and the federal government as it relates to the administration of the *Firearms Act*.
 - Relevant policies and procedures to effectively conduct investigations and analyses.
 - Political environment within which the Chief Firearms Office operates.
- Advanced knowledge of:
 - Government and departmental processes for approvals, planning, financial management and human resource management.
 - Current management and leadership theory.
 - Operational and business planning principles and processes.
 - Firearms devices, including their technical descriptions, components and legal classifications.
- Knowledge of:
 - Rules of disclosure for materials in an investigation, the investigative process, including: liaison with local Crown Counsel; disclosure planning and completing court briefs; and techniques for preparing and organizing evidence and support documentation required to present testimony in court.
 - RCMP policies and procedures in order to effectively conduct investigations and analyses.
 - Investigative techniques in order to assess risks to public safety.
 - Case law, legal precedents, jurisprudence, court records and criminal records data bases related to firearms offences.
- Ability to:
 - Obtain and maintain a Enhanced Reliability Security Clearance conducted by the RCMP.
 - Understand and articulate complex issues concerning the administration of the *Firearms Act* in Alberta.
 - Think strategically and develop solutions to complex problems.
 - Analyze information and make decisions or recommendations based on findings.
 - Provide facts and advice in an objective manner.

- Understand how outputs of the team impact the work and lives of others.
 - Effectively communicate complex information to staff, senior leadership and external stakeholders.
 - Use communication skills coupled with interpersonal and negotiation skills to foster stakeholder understanding and negotiate resolution.
 - Deal with complex, and often immediate customer needs, including community stakeholders, clients, and staff members.
 - Lead a team of professional staff.
 - Learn new and proprietary software.
- High degree of professionalism and initiative.

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 checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<p>Takes a long-term view towards organization’s objectives and how to achieve them:</p> <ul style="list-style-type: none"> • Takes holistic long-term view of challenges and opportunities • Anticipates outcomes and potential impacts, seeks stakeholder perspectives • Works towards actions and plans aligned with APS values • Works with others to identify areas for collaboration 	<p>Considers the whole system when evaluating, researching, and conducting investigations regarding licencing decisions. High degree of professionalism.</p>
Drive for Results	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<p>Takes and delegates responsibility for outcomes:</p> <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 	<p>Expert in all legislative frameworks governing firearms in Canada, and in Alberta. Constantly monitors what is happening in the firearms community from an FTP perspective. Provides excellent client service even in the most complex situations, to timelines.</p>

Agility	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	<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>Regularly sets and communicates to staff the changing priorities, adjusts projects and deliverables and investigations, explains the impact of changes to decision making. Works with staff in handling complex investigations with ease. Works with staff in handling complicated clients with empathy and the highest degree of professionalism.</p>
Develop Self and Others	<input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/>	<p>Plans according to career goals and regular development:</p> <ul style="list-style-type: none"> • Aligns personal goals with career goals • Leverages strengths; attempts stretch goals • Provides feedback and openly discusses team performance • Values team diversity, and supports personal development 	<p>This position will be tasked with developing team members using the GOA performance agreement framework, this includes working with the Director of Engagement and Program Expertise to onboard and train new staff. Mentorship is a critical focus of this position.</p>

Benchmarks

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

- Manager, Regional Services, Environment and Parks (M410-24).
- Service Delivery Manager, Edmonton City Centre Area, Human Services (M410-27).
- Manager, Court Operations, Medicine Hat, Justice and Solicitor General (M410-18).
- Manager, Administrative Services, Justice and Solicitor General (M410-35).