

Job Title: Assistant Deputy Minister, Community Safety Division

Department/Division/Branch: Manitoba Justice

Location: Winnipeg, Manitoba

Classification: Executive Officer 3 (EX3)

Employment Type: Regular Full Time

Closing Date: April 16, 2021

ABOUT THE ORGANIZATION

Manitoba Justice is responsible for the administration of civil and criminal justice in Manitoba. Manitoba Justice provides a variety of services through its four service delivery divisions – Crown Law, Courts, Community Safety, and Legislative Counsel. The fifth division, Corporate and Strategic Services, provides support to the other divisions and Manitoba Justice as a whole.

Community Safety is the largest division in the department. The division is organized in eleven branches, the largest of which are Custody Corrections, Community Corrections, and Policing and Public Safety. All eleven branches perform critical functions to support the department's mission to support and promote safe and just communities for all. Branches include:

- Custody Corrections
 - The Custody Corrections branch is responsible for caring for adults and young people who have been detained in custody pending a court decision or who are serving a provincial custodial sentence.
- Community Corrections
 - Community Corrections works with people who are serving sentences in the community or who have been sentenced to probation following release from custody. This branch delivers a wide range of services to support successful transition and reduced recidivism, and to ensure compliance with court ordered conditions.
- Policing Services and Public Safety
 - The Policing and Public Safety branch negotiates and implements all policing agreements within Manitoba on behalf of the government and represents the department in law enforcement forums at national and international levels. It is also responsible for the licensing and regulation of the private security guard industry, and performs the provincial intelligence function for the Department.
 - Coordinates and administers the Manitoba government's law enforcement objectives, priorities, programs and policies, the government's contracts with the RCMP, municipal and First Nations police services.
- Crime Prevention
 - The Crime Prevention coordinates and implements crime prevention policies and programs across Manitoba.
- Criminal Property Forfeiture
 - Manitoba's Criminal Property Forfeiture Unit operates under the authority of *The Criminal Property Forfeiture Act*. The act allows the director of the unit to start civil forfeiture proceedings against property believed to be the proceeds or instruments of unlawful activity, and redistributed in accordance with the Act.
- Manitoba Police Commission
 - The Manitoba Police Commission provides civilian oversight to policing agencies in Manitoba to improve transparency and accountability, and to enhance the quality of police service delivery in the province.
- Law Enforcement Review Agency

- The Law Enforcement Review Agency investigates complaints about municipal police performance arising out of the execution of duties.
- Independent Investigations Unit
 - The Independent Investigation Unit investigates serious incidents involving the police in Manitoba.
- Manitoba Criminal Intelligence Centre
 - Provides strategic, operational, and tactical intelligence services and products to Manitoba law enforcement and government through a centre of excellence.
- Protective Services
 - This branch provides security services to provincial staff, personnel, visitors and assets in properties owned or leased buildings by the government.
- Corporate Services
 - This branch provides administrative support and performs financial functions for the division.

The whole-of-government Public Service Transformation Strategy and the Final Report of the National Truth and Reconciliation Commission, as well as the department's Family Law Modernization Strategy, Criminal Justice System Modernization Strategy, and the Policing and Public Safety Strategy, drive Manitoba Justice's decision-making and change processes. The latter two strategies are of particular importance to the Community Safety Division as they are designed to improve the efficiency and outcomes of the criminal justice system and improve public safety in Manitoba.

ABOUT THE POSITION

As a key member of Manitoba Justice's executive and leadership team, the Assistant Deputy Minister (ADM) of the Community Safety division will lead the effective development, enhancement and delivery of responsive, outcomes-oriented custody, probation, rehabilitation, policing, prevention, and security and intelligence services across Manitoba. The ADM will work closely with colleagues in Manitoba Justice to support the department's vision to ensure that all Manitobans feel safe in their communities and have confidence in the provincial justice system. The ADM will work to support the department's progress towards strategic goals and objectives, and will integrate and co-ordinate processes and practices that support a work culture and environment necessary for continued achievement and success.

The ADM will establish and maintain collaborative and harmonious relationships with other provincial departments, other levels of government, Indigenous leaders, and other external partners and community organizations, and union leadership in an effort to meet and exceed desired outcomes. The ADM will continue to foster strong relationships and work in partnership with Indigenous leaders, stakeholder groups, and community members in the development and implementation of Justice policies, programs, and initiatives. They will provide evidence-based, comprehensive advice and guidance regarding legislation, policy, regulations and programs and ensure their timely implementation once created.

The ADM will lead, mentor, guide and establish performance expectations for the Executive Directors of each branch within the Division. They will effectively manage the division's labour / management relations.

KEY LEADERSHIP ACCOUNTABILITIES

STRATEGY, PLANNING AND PERFORMANCE MEASUREMENT

- Develop and implement a consistent process to identify and forecast the needs, expectations, and desired directions of key clients and stakeholders as well as the Government of Manitoba
- Develop and implement a comprehensive, multi-faceted and integrated business / operational plan for the Community Safety Division, in alignment with government and departmental strategic priorities and objectives.
- Create strategies to position the division 5 to 10 years in the future based on solid research, monitoring of trends and evaluation of metrics and data.

- Support the continued development of the balanced scorecard initiative at the departmental, divisional and branch level. The balanced scorecard initiative will measure government's progress towards strategic objectives under the priority areas of client service, employee learning and growth, internal process and fiscal responsibility.
- Provide leadership of major transformation initiatives, ensuring deadlines are met and outputs and outcomes are as planned.

SUPPORT, ADVICE AND GUIDANCE

- Provide advice to government (Minister, Deputy Minister and other senior officials) related to public safety, custody, probation, rehabilitation, policing, security and intelligence
- Participate in committees, meetings and working sessions related to departmental and divisional roles and accountabilities such as Community Mobilization and Restorative Justice
- Identify divisional impacts of government policy and service delivery decisions
- Lead by example through personal interactions, including with diverse staff, offenders and others
- Support all media events and inquiries with timely, accurate information and analysis

ORGANIZATIONAL, FINANCIAL AND SERVICE DELIVERY LEADERSHIP

- Develop, monitor and report the division's budget ensuring fiscal and human resources are optimized and value for money is a key factor in all decisions
- Develop an organizational structure and service delivery model for the delivery of integrated, outcome-focused services
- Work with executive leadership to clearly define the desired culture and the specific behaviours that will support the establishment and sustainment of this culture
- Design leading practice policies, programs, standards and processes for:
 - Adult and youth custody
 - Rehabilitation of offenders
 - Community correctional supervision
 - Crime prevention
 - Province wide policing
 - Policing oversight
 - Security of the legislative and other provincial buildings
 - Intelligence
- Embed accountability, efficiency and continuous improvement in the processes and practices throughout the organization
- Establish strong human resource practices that ensure highly qualified staff are recruited and retained, performance expectations are clearly defined and met, workforce development and succession management are effectively implemented and labour / management issues are appropriately addressed

EDUCATION AND EXPERIENCE

A post-secondary degree in public or business administration or a related discipline, complemented by a minimum of seven years senior leadership experience, in a multi-service, geographically disbursed organization is required. In-depth knowledge of Manitoba's criminal justice system and its delivery system as well as criminal justice reform initiatives at the provincial, national and international level is a definite asset.

A demonstrated successful track record of leading transformational change, developing, monitoring and evaluating programs and services and working effectively in a multi-union environment is necessary. The ability to work with government in a regulated environment is necessary.

COMPETENCY REQUIREMENTS

Candidates must be able to demonstrate the following competencies to be successful in the role:

Integrity, Professionalism and authenticity;

- Acts in the best interests of the Government of Manitoba and Manitoba Justice
- Builds others' trust in their expertise and ability to get results
- Assumes responsibility and accountability and follows through when making commitments
- Appreciates the importance of and appropriately manages highly sensitive and confidential information
- Maintains composure and perspective in difficult, volatile and/or stressful situations

Leadership;

- Establishes a shared vision and common goals and creates the environment where the organization can achieve them
- Clearly articulates a practical vision for the future, a credible case for change / enhancements and to influence and inspire others to work as part of the team toward that vision
- Adopts a long-term view of the organization's strengths and weaknesses and of trends that may impact the organization
- Actively leads the service delivery processes of the organization and supports implementation across all portfolios
- Demonstrates a genuine commitment to foster the long-term success and growth of others
- Makes tough decisions even when unpopular
- Identifies critical operational issues that will have an impact on the organization
- Establishes positive relationships with stakeholders including government executives, departmental leadership, staff and the general public

Effective Oral, Written and Presentation Skills;

- Defines the principles and framework of effective organizational communication
- Shares valid and thorough information appropriate to the individual or group and communicates ideas and actions to people at all levels of the organization and to external stakeholders
- Develops and delivers highly engaging and comprehensive presentations
- Actively and empathically listens to messages being communicated by others
- Articulates complex ideas in a clearly understandable way
- Develops well-constructed documents and reports including politically sensitive and confidential materials for senior leaders and officials
- Effectively communicates the rationale for decisions
- Provides sound, credible and thorough information to Government and ensures they are appropriately informed of issues

Excellent Judgment/Problem Solving;

- Efficiently and effectively analyzes and assesses situations
- Uses factual information from a variety of sources to make decisions
- Understands when decisions require input and when they do not
- Asks the right questions to get the information needed
- Draws sound conclusions and recommends changes in policies and practices as required
- Identifies the impacts and risks associated with decisions and takes appropriate risks
- Demonstrates the ability to analyze and establish effective business and operational processes and identify opportunities for improved efficiency
- Influences decisions that challenge the status quo and promotes growth and positive development in the organization
- Collaborates across the organization to make effective strategic decisions that impact short, medium and long term organizational results

Political Acumen;

- Understands complex political situations and determines effective strategies to maximize opportunity and minimize risk
- Understands and respects the role of politicians, central government, boards, commissions and departments
- Understands the culture and environment of municipal, provincial and federal governments and translates that understanding to determine how this may impact the division
- Gains and effectively uses knowledge of formal and informal political, social and organizational structures and relationships to achieve positive change

Fosters Commitment, Teamwork and Collaboration;

- Promotes cooperation, collaboration and partnerships between individuals or groups, both internal and external to the organization, ensuring everyone understands others' roles, responsibilities and contributions
- Promotes government's diversity and inclusion strategies
- Collaborates to actively resolve issues, challenges and problems
- Fosters open communication across the organization
- Removes barriers to effective communication
- Removes barriers affecting teamwork
- Builds effective networks and strategic relationships and partnerships
- Creates the work environment to support a healthy team atmosphere
- Exercises "calmness under pressure" and influences calm and rational problem solving approaches across organizational lines to solve issues efficiently and effectively

Results Orientation;

- Driven to meet a standard of performance
- Provides direction and assists staff in adapting to changes and identifying opportunities for performance improvements
- Monitors progress towards all goals and objectives and makes adjustments when necessary
- Reviews and fine tunes plans and multiple priorities on an ongoing basis, establishes procedures for regular review of progress and is accessible and available for questions, problems and issues that require attention

Financial and Business Acumen;

- Understands the estimates and financial reporting processes and ensures processes are followed and deliverables are provided when required
- Evaluates alternatives and opportunities against risks and obligations