

# Ministry of Public Safety and Solicitor General

## Assistant Deputy Minister Corrections Victoria, BC

The Ministry of Justice and the Ministry of Public Safety and Solicitor General comprise the justice and public safety sector within the Government of British Columbia. The ministries work together to administer justice, deliver public safety services and programs, and provide legal services to government. They accomplish this through dedicated and professional staff, and through innovation and service excellence. The ministries are committed to transforming the justice and public safety sector, working in collaboration with leaders, participants and stakeholders across the sector. The Ministry of Justice and the Ministry of Public Safety and Solicitor General have jointly adopted the goals and objectives developed by British Columbia's Justice and Public Safety Council, as set out in the [Strategic Plan for the Justice and Public Safety Sector, April 2014 – March 2017](#) and reaffirmed in the [first annual update](#) to the plan released in March 2015.

The Ministry of Public Safety and Solicitor General is comprised of the following: – Corrections Branch, Policing and Security Branch, Victims Services and Crime Prevention Branch, Corporate Management Services Branch, Information Services Branch, BC Corners Service, RoadSafety BC, Policy and Planning, and Justice and Public Safety Secretariat.

The Corrections Branch provides correctional services and programs to individuals 18 years or older who are supervised in the community on bail orders or serving a community sentence; or, held in custody while awaiting trial or serving a custodial sentence of less than two years.

The mandate of the Corrections Branch is to protect communities and reduce reoffending. That mandate is accomplished by supervising and enforcing court orders in a safe manner, managing correctional supervision by using evidence-based best practise standards, maintaining high standards in research, program development, and technology and collaborating with other ministries, academic institutions and non-profit organizations.

The Branch is organized into four divisions including Adult Custody, Community Corrections, Strategic Operations and Capital Projects. The Assistant Deputy Minister (ADM) is the Chief Executive Officer of the Corrections Branch, and is responsible for the protection of society and the resolution of conflict through the management of effective adult correctional (institutional and community) services. Decisions made by the position directly and immediately affect public, staff, clients and inmate safety. The ADM participates in the corporate management of the Ministry; provides sound advice and recommendations to the Minister and Deputy Minister; represents the Minister or Deputy Minister in committees, negotiations, public forums, and media interviews.

Through a combination of relevant post-secondary education and extensive, progressively more responsible executive management roles, the successful candidate, will have experience in a senior executive role in a large performance focussed organization with responsibilities for leading change in a complex setting, including a high degree of vision, tact and diplomacy as well as leading and directing a large diverse staff (unionized and management). A proven record of establishing goals, developing people and teams, building relationships across the public sector, solving problems and providing innovative solutions, promoting accountability, engendering trust, and integrity is required.

A detailed role description and complete listing of qualifications is below.

To express your interest in this opportunity, please submit your cover letter and resume to [Executive.Recruitment@gov.bc.ca](mailto:Executive.Recruitment@gov.bc.ca) by October 21<sup>st</sup>, 2016. The successful candidate must submit to and successfully pass a criminal record check and fingerprints by RCMP or municipal police, a Criminal Record Review Act check and JUSTIN and CORNET provincial database checks. New criminal record checks will be conducted periodically and at least every five years. Thank you to all who express interest.

## Role Description

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### MINISTRY OVERVIEW

The Ministry of Justice and the Ministry of Public Safety and Solicitor General comprise the justice and public safety sector within the Government of British Columbia. The ministries work together to administer justice, deliver public safety services and programs, and provide legal services to government. They accomplish this through dedicated and professional staff, and through innovation and service excellence. The ministries are committed to transforming the justice and public safety sector, working in collaboration with leaders, participants and stakeholders across the sector. The Ministry of Justice and the Ministry of Public Safety and Solicitor General have jointly adopted the goals and objectives developed by British Columbia's Justice and Public Safety Council, as set out in the [Strategic Plan for the Justice and Public Safety Sector, April 2014 – March 2017](#) and reaffirmed in the [first annual update](#) to the plan released in March 2015.

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### BRANCH OVERVIEW

The Corrections Branch provides correctional services and programs to individuals 18 years or older who are supervised in the community on bail orders or serving a community sentence; or, held in custody while awaiting trial or serving a custodial sentence of less than two years.

The mandate of the Corrections Branch is to protect communities and reduce reoffending. That mandate is accomplished by supervising and enforcing court orders in a safe manner, managing correctional supervision by using evidence-based best practise standards, maintaining high standards in research, program development, and technology and collaborating with other ministries, academic institutions and non-profit organizations.

The Branch is organized into four divisions:

**Adult Custody** – Operates ten correctional centres with various levels of security and control for individuals awaiting trial or serving a provincial custody sentence. Correctional programs address thought patterns, behaviour and lifestyles that are known to contribute to crime. Inmate work programs are used to develop marketable job-related skills and to support initiatives in neighbouring communities.

**Community Corrections** – Operates more than 50 community corrections offices across the province. Probation officers supervise court orders and deliver correctional programs in the community designed to effect behavioural change and reduce reoffending. They also prepare reports and assessments about adult offenders, victims, and sentencing options for the court. The division manages community work service, and supports offenders to make positive changes in their behaviour and attitudes

**Strategic Operations** - Provides expertise, co-ordination and support to all parts of Corrections Branch through research and analysis, information management, strategic planning, policy & program development and Aboriginal Programs and relationships.

**Capital Projects** - The Capital Projects Division is responsible for capital planning, design & implementation, project oversight, funding approvals and developing capacity for the secure containment of individuals ordered into custody by the courts.

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#### POSITION

The Assistant Deputy Minister is the Chief Executive Officer of the Corrections Branch, and is responsible for the protection of society and the resolution of conflict through the management of effective adult correctional (institutional and community) services.

Decisions made by the position directly and immediately affect public, staff, clients and inmate safety.

The Assistant Deputy Minister (ADM) is a full member of the Ministry Executive and exercises the Deputy Minister's decision making authority with respect to all Correctional Services and Programs. The ADM participates in the corporate management of the Ministry and advises the Minister and Deputy Minister on operational and politically sensitive issues.

The ADM is accountable to the Deputy Minister for the delivery of statutory services and policy-based programs in accordance with legislation and standards, for the stewardship of all delegated financial, material and human resources, and the promotion of fair and productive labour relations.

The Assistant Deputy Minister provides leadership and direction for Adult Custody, Community, Strategic Operations and Capital Project Divisions. Acting under the federal Criminal Code, *Prisons and Reformatories Act* and the provincial *Correction Act*, the Correctional Act Regulation, the ADM is responsible for the planning and delivery of a wide range of adult remand, sentenced custody and community services to the courts, Crown Counsel, and the public. The Assistant Deputy Minister is appointed a member of the Justice and Public Safety Council under the *Justice Reform and Transparency Act* and a member of the Forensic Psychiatric Commission under the *Forensic Psychiatric Act*. In all, approximately 25,000 British Columbians are either incarcerated or supervised by the Corrections Branch on any given day.

#### Links

- Ministry Executive Committee, to: participate as a member in the corporate management of the ministry.
- Senior Management Committee (SMC), to: chair the committee; direct the development of the overall strategic, operational, program and fiscal directions of the Corrections Branch and the branch budget.
- Judiciary, the Criminal Justice Branch, Court Services Branch, Community Justice Branch, Parole Board of Canada, Correctional Services Canada, Canadian Border Service Agency, as well as other provincial correctional services, to: maintain critical operational links.
- Ministry of Attorney General, Ministry of Children and Family Development, Ministry of Health (Forensic Psychiatric Services, Mental Health Services, Drug and Alcohol Programs), Ministry of Aboriginal Relations and Reconciliation, Ministry of Community Sport and Cultural Development, Ministry of Social Development and Social Innovation and Ministry of Technology, Innovation and Citizens' Services, the RCMP and municipal police departments, to: oversee common policy development; promote relationships for improved Branch program delivery.
- Oversight agencies, such as the Investigation and Standards Office (ISO), and the Office of the Ombudsman, to: strategize matters being investigated or litigated.
- Strategic Human Resources Services, Facilities Services, Policy Services within the Ministry of Public Safety and Solicitor General, to: develop program infrastructure and maintain high standards of program delivery and contribute to the development of sound criminal justice policy.
- BC Public Service Agency, Treasury Board, and the Auditor General, to: discuss and resolve issues.
- First Nations Groups, such as the Aboriginal Justice Council, the Native Liaison workers in Correctional Centres, the Native Court workers Association: to address the over representation of Aboriginal people in the criminal justice system.

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- Non-governmental organizations, including: the BCGEU, justice advocacy and service groups such as the John Howard Society, E Fry Society and B.C. Criminal Justice Association, victims' groups and multi-cultural groups, and the academic community, to: promote and maintain positive relations and to resolve issues affecting the Branch.
- Is a member of the F/P/T Heads of Corrections Committee.
- ADMs in other provinces, to: address security strategies, policies and common concerns and develop joint initiatives.
- Canadian Border Services Agency of Canada and Correctional Service of Canada, to: approve agreements for the detention and housing of immigration detainees and of federally sentenced prisoners.

**RESPONSIBILITIES AND ACCOUNTABILITIES**

1. Participates in the corporate management of the Ministry; provides sound advice and recommendations to the Minister and Deputy Minister; represent the Minister or Deputy Minister in committees, negotiations, public forums, and media interviews.
2. Leads the strategic planning processes of the Branch; develops policies and programs to influence and respond to changes in legislation, demographics, social and crime trends, program effectiveness research, public opinion, labour relations climate and fiscal realities; approves standards, policies and procedures governing Branch operations; develops and implements long-term vision, goals and strategies in support of ministry and government's goals and strategic direction; creates plans with clear linkages between current actions and long-term goals; revises plans to address long-term issues; generates organizational commitment to the vision and to action that is aligned with the government's strategic direction.
3. Develops, implements, manages and evaluates adult correctional services in a manner which provides protection to victims and the public, while ensuring humane care and control of offenders; approves corrections programs and service delivery and ensures they meet the requirements of legislation, regulations, standards, policy and sound practice.
4. Deploys and manages resources to maximize impact and achieve goals within budget; directs the development and management of the Branch budget to achieve financial goals, cost effective measures and best practices; oversees the management of multi-million dollar contracts; leads organizational innovation and change and designs an organizational structure responsive to changing conditions in the corrections environment; supports the development of staff through performance management and establishment of new programs to meet training or development needs of individuals; manages team processes and interactions and advocates team decisions.
5. Develops, maintains and enhances key cross sector and cross government relationships including NGO's the Ministry of Justice, Public Safety Council, etc, to support operational effectiveness by nurturing beneficial links with other parts of the Ministry, other ministries, other jurisdictions, the BCGEU and the academic, corporate and non-profit sectors; collaborates across internal and external organizational boundaries to meet common objectives.

## Role Description

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### JOB DIMENSIONS

#### Financial Responsibility

<u>Dimensions 2016/17:</u>	<u>Personnel</u>	<u>Total Budget</u>
Ministry	2,928	\$681 million
Corrections Branch	2,351	\$231 million

#### Direction Supervision

<u>Role</u>	<u># of Regular FTE's</u>
Directly supervises staff	7
Supervises staff through subordinate supervisors	2,351

#### Special Requirements

The successful candidate must submit to and successfully pass a criminal record check and fingerprints by RCMP or municipal police, a Criminal Record Review Act check and JUSTIN and CORNET provincial database checks. New criminal record checks will be conducted periodically and at least every five years.

#### Working Conditions

- The position works in an extremely demanding, fast-paced environment in a branch with extensive 24 X 7 maximum security correctional centre operations. This position directs on-call, after-hours work to address Branch-wide emergencies and/or operational emergencies or critical incidents in correctional centres.
- Required to travel.

### QUALIFICATIONS

Through a combination of relevant post-secondary education and extensive, progressively more responsible executive management roles, success in this role includes experience in:

- a senior executive role in a large performance focussed organization with responsibilities for leading change in a complex setting, including a high degree of vision, tact and diplomacy;
- leading and directing a large diverse staff (unionized and management);
- directing critical incident responses where personal safety of employees/clients is at risk;
- developing, evaluating and implementing strategic and operational policy and procedures;
- developing and maintaining effective working relationships with key internal and external contacts and stakeholders;
- managing large operational and capital budgets; and,
- representing the organization and developing effective working relationships with key internal and external contacts including a variety of provincial and corrections-related and justice organizations as well as with government officials/departments to develop and manage programs with other agencies;

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- A proven record of establishing goals, developing people and teams, building relationships across the public sector, solving problems and providing innovative solutions, promoting accountability, engendering trust, and integrity is required.
- Strong interpersonal skills; ability to exercise diplomacy and discretion in all relationships and interactions; cares about people, is engaged, enthusiastic, positive and committed to developing others at all levels of an organization; values teamwork and cooperation having formed and developed highly effective teams consistent with a strong service orientation.
- Excellent communicator; accessible and flexible; possesses the presence and ability to build credibility; creative and innovative; viewed and respected as a progressive, trusted leader of absolute integrity, excellent problem solving skills with a results focus.

**COMPETENCIES**

To achieve government's **Vision**, the ADM must position and structure their organization to maximize its effectiveness. ADM's practice **Strategic Thinking** in translating the vision to goals and strategies, and support their accomplishment through facilitation and leading change.

In **Stakeholder Relationships**, ADM's ensure that they are enhancing the organization's relationships with external partners and stakeholders. This includes building strategic alliances, managing conflicts, negotiating effectively, and effectively communicating ideas, analyses and proposals to stakeholders.

ADM's model **Integrity and Authenticity**, building a culture of trust, integrity, risk taking and creative thinking in the organization through demonstrating personal integrity, using feedback to self-improve, following through on commitments and acting consistently with the espoused values and culture of the organization.

In **Leading People**, ADM's must motivate, empower and lead employees to accomplish goals and objectives, rewarding high performance, promoting empowerment and developing their employees, providing opportunities for growth, and managing issues with their organization.

**Strategic Orientation**

- provide leadership and direction to the organization and determine strategic priorities; make strategic and planning decisions affecting the Division and Branch; build capacity for continuous improvement; lead the organization in achieving challenging goals and maintain a corporate vision of the Branch; link long-range visions to daily operations

**Results Focused**

- manage resources to achieve Branch goals; identify emerging issues; anticipate needs, assess operational implications of change; adapt and implement strategic plans; oversee budget management to achieve financial goals, cost effective measures and best practices; monitor and evaluate results

**Team Work and Cooperation**

- establish and maintain productive working relationships with a variety of provincial and corrections-related and justice organizations as well as with government officials/departments; develop and manage programs with other agencies; understand the service needs of clients and follow through on client inquiries, requests and complaints

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**Innovation and Change**

- analyze and resolve problems; draw sound conclusions; identify alternative courses of action; understand the impact of resolutions on other staff and programs across government
- negotiate with ministries and justice-related organizations to advance the goals of the Branch

**Empowerment and Developing Others**

- supervise staff and work teams effectively and in accordance with established human resource policies and procedures; communicate a compelling organizational vision and clear direction; align the organizational structure and management processes to support the corporate vision of the Branch; facilitate and influence teams to achieve positive outcomes; support innovation and change; strive for continuous improvement; create a culture that supports the delegation of significant responsibility and authority; provide coaching, support and recognition to enhance employee performance, development and motivation; promote organizational learning and development to ensure that the Branch is well positioned to meet future leadership needs

*The professional values of the BC Public Service . . .*  
**Courage, Teamwork, Curiosity, Service, Passion, Accountability**  
*Always with integrity*