



**JOB DESCRIPTION**

**Position Information**

<b>Position Number</b> Various	<b>Position Title</b> Community Programs Manager	
<b>Position Classification</b> WP-05	<b>Effective Date</b>	
<b>Decision Number</b> NAT-2097	<b>Job Code</b> 500675	<b>National Occupational Classification</b> 41311
<b>Department/Agency</b> Correctional Service Canada	<b>Grievance Officer</b> Yes <input type="checkbox"/> No <input type="checkbox"/>	<b>Office Code</b> Various
<b>Organizational Component (Branch/Division)</b> Community Corrections	<b>Geographic Location</b> Various	
<b>Language Requirements</b> Various	<b>Linguistic Profile</b> Various	
<b>Communication Requirements</b> Various	<b>Security Requirements</b> Reliability	

**Supervisor Information**

<b>Position Number</b> Various	<b>Position Title</b> Associate District Director	<b>Position Classification</b> WP-06
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**Employee Statement**  
I have been given the opportunity to read and comment on the content of this job description.

<b>Name of Employee</b>	<b>Signature</b>	<b>Date</b>
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**Supervisor Statement**  
This job description accurately describes the work assigned to this position.

<b>Name of Supervisor</b>	<b>Signature</b>	<b>Date</b>
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**Manager Authorization**  
This job description accurately describes the work assigned to this position.

<b>Name and Title of Manager</b>	<b>Signature</b>	<b>Date</b>
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## JOB DESCRIPTION

### Client Service Results

Management and provision of correctional programs and other rehabilitative interventions for federally or provincially sentenced offenders managed by the Correctional Service of Canada (CSC) while under supervision in the community, or those under custody in some provincial institutions following the Exchange of Service Agreement (ESA).

### Key Activities

Plans, organizes, directs, and coordinates the delivery of correctional programs and rehabilitative interventions, program assignments, and services based on offenders' identified needs and interests; and supports and maintains the successful reintegration of offenders into the community, in compliance with national program standards and relevant sections of the Corrections and Conditional Release Act (CCRA).

Contributes to the development or revision of programs and activities, as well as of procedures and policies relating to program delivery, and ensures their implementation; prepares and develops reports, plans and strategic documents to help in the planning and in decision making on correctional programs and rehabilitative activities.

Gathers, processes, and interprets data and information on offender population criminogenic needs; reviews and analyzes offender intake assessments and correctional plans, evaluates correctional program requirements, and maintains related information databases, reports, research documents, and evaluations that contribute to proficiency in program assignment and delivery.

Ensures the effectiveness of programs, services, strategies, procedures, as well as interventions such as the offenders' rehabilitation, employment and community reintegration, to meet requirements and achieve accreditation goals; takes corrective action to maximize results; and manages assigned human, financial, and material resources to facilitate the offenders' reintegration.

Oversees the implementation of correctional programs; develops, coordinates, and maintains the program scheduling system to prioritize offender participation in programs and interventions; conducts quality review of post-program reports based on risk management principles and in compliance with policy; recommends effective risk management strategies.

Provides supervision and guidance to staff in their interventions to address the contributing factors of offenders; motivates offenders to participate in their correctional plan, and reviews program suspensions or terminations and overall performance assessments of offenders in the context of correctional programs and other services.

Collaborates with Case Management Teams to analyze offender population needs; makes recommendations to senior management concerning service delivery and programs; delivers training and information sessions relating to correctional policies and programs; chairs or participates in committees, task-related resource groups, and boards such as the Correctional Interventions Board; and participates in meetings, working groups and multi-disciplinary project teams.

Negotiates with private sector partners to develop and prepare service contracts for program delivery and employment services; oversees various teams, including service providers; and responds to first level grievances, complaints and queries from offenders, staff, other government and non-government agencies, and the public.

Supervises subordinate employees, develops work plans, appraises performance, addresses training requirements, resolves performance issues, and ensures a healthy and productive work environment; ensures optimal use of resources, prioritizes work, and provides direction and coaching to staff and project teams.

The incumbent of this position has a Peace Officer Designation.

## Skills and Knowledge

Knowledge of principles and methods of leadership, human resource management and change management, in order to lead, supervise, and motivate staff and project teams; establish and maintain effective working relationships with staff, executives and various stakeholders; address performance issues; and foster and promote a positive work environment.

Knowledge of social history of different cultures and their effect on intergenerational trauma, in order to understand the unique needs of offenders belonging to ethnocultural minority groups and their impact on offender reintegration; and propose appropriate interventions and provide cultural restorative options.

Knowledge of social learning theory, cognitive-behavioural interventions, principles of adult learning and other relevant theories, in order to provide activities that promote the offenders' reintegration into the community; assist in decision-making processes involving offenders; and oversee staff.

Knowledge of counseling, mediation, and negotiation techniques, in order to deal with problem situations involving staff and offenders.

Knowledge of the principles of effective correctional programs, as well as assessment tools for referral to appropriate correctional programs and related case management processes, in order to contribute to the progress of the correctional plan of each offender supervised in the community.

Knowledge and skills related to virtual program delivery, in order to assist program staff in adapting to a changing environment.

Knowledge of community resources and offender populations with various dynamics, such as cultural diversity, gender differences, mental health problems, special needs, offence types and affiliation with security threat groups, in order to identify criminogenic needs; provide input into the development of correctional plans; establish partnerships with community agencies; contribute to the safety of offenders, staff and the community.

Knowledge of the mandate and responsibilities of after care and program delivery agencies, such as the John Howard Society, the Elizabeth Fry Society, and the Salvation Army, in order to identify agencies who may be able to assist in the offender's successful reintegration; apply and benefit from existing agreements between the CSC and other agencies.

Knowledge of human resources and financial management principles, practices and procedures, in order to participate in the general selection and supervision of staff, and manage the departmental operating budget.

Knowledge of the National Program Standards and Management Control Frameworks, in order to implement quality review processes and maintain site accreditation; recommend risk-management strategies with reference to the national post-program template; and report on compliance using the Management Control Framework.

Knowledge of project, program and time management principles, program delivery and organizational techniques, and service contract policies, in order to prioritize work activities; assist in the development, supervision and assessment of correctional programs; participate in the selection of program facilitators based on statements of qualification; and establish service contracts with other organizations to execute and achieve various programs and initiatives.

Knowledge of dynamic security practices, in order to supervise and ensure the safety of offenders, offender family members, volunteers, and community representatives; and carry out daily activities while adhering to security and emergency procedures.

Knowledge of data entry and retrieval techniques, and a variety of automated systems and software programs, in order to manage information.

Knowledge of provincial, municipal and community requirements for specific services, in order to respond to the needs of offenders in accessing programs.

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Knowledge of the CSC's and work unit's mandate, mission, corporate priorities, objectives, roles, responsibilities, Correctional Programs, and ESA specificities affecting program delivery, in order to provide leadership to staff; provide adequate programs and services to offenders; achieve the District's goals and ensure consistency throughout the work unit; and disseminate the CSC's mandate and mission statement to other organizations and volunteers.

Knowledge of the roles, responsibilities and services of other departments within CSC, as well as points of reference and departmental contacts, in order to understand their role to enhance services for the offenders' reintegration process; and obtain information related to a variety of areas, including finance, records management, correctional operations, health care, chaplaincy, performance assurance, and communications.

Knowledge of the Parole Board of Canada (PBC), its mandate, structure, policies and decision-making process, and of various federal departments, such as Indigenous Services Canada, Employment & Social Development Canada, and Immigration & Revenue Canada, in order to use the appropriate resources in managing offenders.

Knowledge of applicable acts, regulations and policies, such as the CCRA, Corrections and Correctional Release Regulations (CCRR), Canadian Human Rights Act, Commissioner's Directives, Treasury Board Directives, Financial Administration Act and financial signing authorities, in order to chair program assignment boards; ensure compliance of programs with the law; manage allocated financial resources, including the ability to contract programs with non-government agencies.

Knowledge of applicable Collective Agreements, the Public Service Employment Act, the Employment Equity Act, the Code of Discipline, the Code of Conduct, and the Charter of Rights and Freedoms, in order to perform duties and supervise staff; ensure staff comply with these policies, and take actions when violations occur.

Analytical and problem-solving skills, in order to understand the Case Management Team's correctional plans; review post-program reports completed by program facilitators; accommodate offenders with special needs; and recognize hazardous conditions and illegal substances or activities that may present security concerns.

Reading and comprehension skills, in order to interpret reports from other professionals; gain an accurate understanding of the offender's program needs; assimilate procedures and policies within other divisions that affect the programs, work assignment process, and bring changes to routine tasks and duties.

Written skills, in order to prepare proposals, recommendations, documents, policies, responses to complaints or grievances, and correspondence for use by various audiences.

Listening and observation skills, in order to interview offenders and obtain an understanding of their individual needs and their progress in relation to program participation; interpret body language when dealing with offenders to accurately assess safety for oneself and others; and understand the correctional programs needs of service providers, professionals, colleagues and managers.

Verbal, diplomacy and public speaking skills, in order to explain staff issues relating to correctional programs, deliver training or make presentations to staff, offenders, volunteer organizations or community groups, while adjusting language according to their various levels of understanding, and guide them through complex and conflicting processes.

The work requires a knowledge of Section 10 of the Corrections and Conditional Release Act and Regulations and Section 2 of the Criminal Code of Canada in order to comply with the requirements of Peace Officer Designation. Written skills are required to prepare security incident reports and observation reports with respect to negative attitudes of offenders or the unacceptable behaviour of offenders in accordance with the requirements of Peace Officer Designation.

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## **Effort**

### **Physical effort is required to:**

Sit for extended periods at a computer station or during meetings; carry or move materials and equipment; and stand when supervising activities and delivering training.

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**Intellectual effort is required to:**

Conduct research and analyses to determine optimal utilization of human, material and financial program resources; formulate action plan and schedule various programs to meet offenders' needs in promoting their safe reintegration at the earliest possible time, despite limited resources or divided offender populations, which can affect the ability to meet these objectives.

Manage different groups of employees with specific needs and expectations, such as professional staff, contractors and volunteers; provide assistance and counseling to staff so they can motivate offenders to participate in their correctional plan; support and motivate employees who work with difficult clients, more so during critical incidents; and guide contract resources who are unfamiliar with CSC requirements.

Develop, update, and distribute various documents, such as volunteer handbooks to assist in the volunteers' orientation, program inventory manuals for the use of staff and volunteers to help them identify appropriate programs and meet offenders' needs, as well as policy documents to share with staff and offenders.

Participate in multi-disciplinary project teams who are involved in regional employment strategies and in the development of community initiatives that focus on the offenders' needs and CSC objectives regarding offender employment.

Consult with Case Management teams to assist in the analysis of offender population criminogenic needs; assess the offenders' participation in correctional or rehabilitative programs; and share information related to offenders' progress in such programs to support the decision-making process.

Provide feedback and reinforcement to offenders complying with their correctional plans, in collaboration with the Correctional Intervention Board; provide counseling and explain sanctions associated with refusal to participate in correctional plans, therefore helping non-complying offender to assess personal consequences and make decisions regarding own correctional plan.

Ensure completion of reports and assessments regarding offenders who are experiencing difficulties in program participation and propose improving strategies to offenders, program facilitators and employment services; review post-program reports to help Parole Officers make recommendations concerning offenders, to adjust correctional plans, and to provide information to various boards and decision-making authorities.

Coordinate, organize, and present information sessions to correctional staff, volunteers and other government and non-government agencies concerning program standards and effective correctional programs; interpret and explain community policies and practices related to offender programming, thus ensuring everyone's understanding of the process complexities and supporting the delivery of programs.

Develop, coordinate, and manage offender program schedules, including shared program calendars with provincial counterparts under the ESA, to help various institutional and community departments determine the resource requirements and develop offender release plans.

Prepare service contracts to meet identified offender needs and assist the Contract Review Board in evaluating and selecting appropriate service providers; consult and negotiate agreements with community organizations to develop and solidify placement programs and employment opportunities; and oversee counseling services and training programs with private sector, non-profit organizations and company representatives to provide skill training for federal offenders.

Collaborate with non-government organizations under contract for on-site program delivery services, in order to assess the effectiveness of these services and ensure compliance with standards and policies by contracted service providers, volunteers, and students.

Ensure compliance of program facilitators in various areas, such as offender selection, referrals and informed consent, as well as documentation on exit from programs, and completion of program assessment data, post-program reports and casework records.

Participate in meetings, working groups and project teams at the District, regional, or national level to develop plans, strategies and priorities, to maintain program visibility and to contribute to the overall functioning of the District; and attend monthly District Manager meetings and Parole Supervisor meetings, and provide updates concerning the Program Department.

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Manage and encourage participation and engagement in community or volunteer activities; ensure that offenders have continuing access to community-based programs and resources; promote respect and meet the offenders' individual needs based on diversity, languages, human rights, as well as native, Indigenous, ethno cultural and gender awareness.

At some offices, coordinate contracts for security services that support evening programming; monitor and assess the quality of contracted services; and provide feedback and direction to contractors and Area Director.

Immediately report to security personnel any information or observations that could jeopardize personal safety or the security of facilities, and complete related documentation where needed; contribute to the safety of staff and offenders by providing dynamic security through observation, monitoring, and reporting; and contribute to drug interdictions, offender population management, and security threat group strategies.

**Psychological effort is required to:**

Maintain composure, impartiality and a professional attitude regardless of the offenders' behaviours, attitudes and criminal records; commit to long-term goals and objectives when faced with short-term challenges in meeting these goals; and help staff develop resilience to cope with changes and their mental health state.

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## **Responsibility**

**Human Resources:**

Supports the certification process for Correctional Program Officers by ensuring compliance with quality review requirements.

Manages subordinate employees and project teams, allocates work; establishes priorities, provides direction and engages team towards objectives; promotes and facilitates access to continuous learning and development; monitors progress and evaluates performance; conducts staffing and human resources planning; implements human resource policies and standards; and promotes an equitable, diverse and inclusive workplace.

In accordance with the requirements of Peace Officer Designation, prepares oral and written reports for correctional staff regarding observations made with respect to the behaviour of offenders to assist them in making decisions regarding offender discipline, offender movement, offender transfer and the overall safety and good order of the site. The incumbent ensures offenders comply with Departmental rules and regulations. The incumbent may recommend disciplinary action, ranging from an oral reprimand to a recommendation that charges be laid; this action is in keeping with Section 10 of the Corrections and Conditional Release Act. The incumbent may arrest and charge a suspected offender, in accordance with Section 2 of the Criminal Code of Canada.

**Financial Resources:**

Plans and monitors an annual budget, and makes recommendations to the supervisor for additional funding; approves and monitors expenditures for goods and services, travel, and other operating and minor capital requirements within allocated budget.

Prepares Requests for Proposal for the delivery of programs, employment services and other services; enters into contracts and manages the budget for the delivery of these programs and services; verifies the receipt of goods and services, and authorizes payment.

**Technical Resources:**

Has custody and is responsible for the use and maintenance of a personal computer and computer peripherals, standard office equipment, audio-visual equipment, and hard copy and electronic files; and has custody of the keys to offices, filing cabinets and storage areas.

## **Working Conditions**

### **Physical:**

The work involves continuous exposure to office noise, lack of privacy, interruptions, and exposure to glare from a computer monitor.

The work involves close interactions with offenders, which often generate risks of exposure to communicable diseases, as well as increased risks of threats, violence and exposure to incidents and heinous crimes that could result in personal harm. The work area may be crowded and noisy, and may involve daily exposure to unpleasant sights, sounds and odours.

### **Psychological:**

The work involves potential stress resulting from dealing with tight deadlines and time pressures, changing and conflicting priorities, multiple demands, a heavy workload, sensitive issues, restrained resources, insufficient space for programs, the need to consider many factors and viewpoints, as well as employees expressing their expectations and requirements.

The work may involve post-traumatic stress or indirect trauma caused by the exposure to explicit and violent information contained in file information, and by the involvement in critical incidents, threats, danger of retaliation and a potentially high-risk environment.