



**Position Title:**                    **Manager, Early Resolutions**

**Team:**                                **Early Resolutions**

**Section:**                            **Operations**

**Reports To:**                        **Director Early Resolutions**

**Affiliation:**                        **Excluded**

**Salary Range:**

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**A.    Position Summary:**

The Manager, Early Resolutions is responsible for the daily management of issues and management of Early Resolution Officers and administrative staff assigned to the team. The Early Resolutions team is charged with the initial intake, assessment, triage and response to complaints brought forward to the Ombudsman, in addition to resolution of complaint issues and preparation of files for investigation. The Manager directly supports and assists the Director, Early Resolutions in planning and implementing strategic direction for team, managing workflow and in the detection and analysis of trends in complaints and production of statistics and trends analysis reports. The Manager also collaborates with the Director, Investigations and Director, Special Ombudsman Response Team on the identification of cases for investigation and to ensure a smooth workflow between the teams.

## **B. Duties and Responsibilities:**

### **Case Review and Analysis**

- Reviews incoming complaints, manages workflow and case assignments ensuring appropriate and timely handling of all complaints received.
- Provides advice, guidance and direction on appropriate responses to both jurisdictional and non-jurisdictional complaints.
- Review and approval of correspondence, briefing notes and other case related documents produced by Early Resolution Officers.
- Provides advice, guidance and direction to Early Resolution Officers on issue identification, analysis and description, areas of research and strategies to resolve complaints and on the preparation of files for investigation.
- Provides advice, guidance and direction on the appropriate exercise of discretion in response to complaints and acts as a level of supervisory review to ensure discretion is exercised appropriately.
- Reviews files dealt with by Early Resolution Officers to ensure that the issues are clearly defined, necessary research has been conducted and that the files are referred to investigation where appropriate.
- Provides assistance to Early Resolutions staff in the drafting of case assessments to aid in issue identification and analysis.
- Recommends files to the Director, Investigations for assignment to investigators and ensures that files are properly researched and prepared for investigation.
- Assists and advises on identification of appropriate issues for referral to SORT and ensures proper research, identification of issues and background materials are prepared
- Provides advice to Early Resolution Officers in the handling of difficult complainants, dispute resolution and interviewing techniques
- Responds to issues and complaints raised about service provided by Early Resolutions staff.
- May deal with government officials and complainants on more complex issues requiring management representations.
- Coordinates response to SORT announcement of investigations, releases of reports and handling of incoming complaints and submissions that may result.

### **File Processing, Documentation, Records and Case Tracking:**

- Provides advice, guidance and direction to Early Resolutions and administrative staff on documentation of case notes and other information on case files and appropriate organization of files and keeping of complaint related records.
- Provides advice, guidance and direction to Early Resolutions and administrative staff on the handling and processing of complaint files and on the recording of information in case management system to ensure proper case tracking, record keeping and statistics.
- Reviews paper files and entries on case management system to ensure appropriate and accurate description of complaints, information obtained, actions taken and results achieved, including the assignment of complaint descriptors, case dispositions and closing statuses.

### **Complaints Trend Analysis:**

- Identifies and analyzes trends in complaints and prepares reports and briefing notes on trends on own initiative, in response to issues raised by complainants and on request
- Assists in defining issues for potential systemic investigations and in the preparation of SORT referral templates and case assessments.
- Makes recommendations to the Deputy Ombudsman and Director, Special Ombudsman Response Team for potential systemic investigations.

### **Case Management:**

- Manages workflow between Early Resolutions and Investigations and ensures that cases are referred for investigation in a timely fashion
- Ensures files dealt with by Early Resolution Officers are dealt with promptly within prescribed timelines, identifying backlogs and applying appropriate strategies in conjunction with the Director, Early Resolutions and Director, Investigations to eliminate them. Improves quality of results in early resolutions through a variety of strategies such as regular file reviews, file audits and telephone intake feedback sessions.

## **Other Duties**

- Manages human resources issues including performance management, staff relations, staffing and staff evaluation, guidance of the Director, Early Resolutions and Human Resources
- Provides orientation and training for new Early Resolution Officers including but not limited to office procedures, resolutions strategies and investigative techniques, Ombudsman jurisdiction, case management, dealing with difficult complainants and research techniques.
- Provides assistance to the Investigations and SORT teams as required on both individual and systemic investigations and in the preparation of reports.
- Assists in the preparation of contributions from the Operations Section for the Ombudsman's Annual Report including statistical reports.
- Other duties in relation to complaints handling, resolution and investigation or management of the early resolutions team, as requested.

## **C. Position Qualifications**

**Education:** Post secondary degree and/or equivalent combination of relevant education and experience.

**Experience:** Minimum 5 years experience in complaints resolution in an Ombudsman's office or comparable oversight environment.

Experience in the investigation of complaints in an Ombudsman's office or comparable oversight environment, is an asset.

Experience in the management of a unit conducting administrative or similar type resolutions and/or investigations.

## **D. Work Environment**

Flexibility in hours of work in order to meet the Office of the Ombudsman's operational and business requirements is required.

During periods of high case load, overtime may be required.

**Time Pressures:**

Constant pressure to meet frequent deadlines and respond to competing priorities and objectives. While some deadlines are known in advance, workload volume is unpredictable at times. Requires flexibility and strong organizational skills to manage workload and ensure that organizational priorities and objectives are met.

For the most part the incumbent works independently and must have initiative necessary to perform the day-to-day functions of this position. Must use judgement and initiative in determining the appropriate solutions for staff questions or problems and issues affecting other teams or the organizational as whole. Deals with both complex and serious problems directly and has access to Director, Early Resolutions for consultation where appropriate.

**Effect of Errors:**

Given its oversight role, the work of the Ombudsman's Office leaves little room for error. Failure to comply with legislation and/or set policies and directives of the Office can create a risk of liability and adversely impact the credibility of the Office and the Ombudsman and negatively affect operations.

**Freedom to Make Decisions:**

Incumbent is expected to take a principled approach, applying office policy and procedures and using judgment and discretion to ensure effective decision-making. Must be capable of providing reasoned and coherent rationale for decisions. Impacts and results of decisions must be considered in addition to whether procedures have been followed. Incumbent is expected to make decisions on serious issues and to use judgment to identify situations where advice and direction should be sought from Director.

**Interpersonal Contacts:**

**Purpose:** Has internal as well as external contacts including but not limited to internal staff, external officials at Ministries, Boards and Commissions, peer groups, consultants and the public. Contacts are for the purpose of

providing and/or obtaining information required for processing or problem solving. Contacts are also for the purpose of directly resolving problems related to the office's operations or individual complaints or for dealing with staff and human resources issues. Often required to deal with individuals outside of the sphere of control of the position. May be called upon to act, as contact person in situations deemed too sensitive or complex to be dealt with by Early Resolution Officers.

**Nature:** Most contacts are pleasant, however some may pose challenges in maintaining effective communications, including dealing with volatile situations and/or individuals, individuals who do not understand the role and function of the office or who disagree with the message, which is being delivered them. Has access to the Director, Early Resolutions Team for advice and guidance in handling more challenging situations and communications.