



Job Specification

Position Title: SERVICE DELIVERY MANAGER
Job Code: MCP - General Administration AM-20, AGA20
Job ID: 33969

Purpose of Position:

To provide leadership and direction, in an assigned geographic area, for the establishment of a service delivery framework for provincial employment programs and services, including human resources interventions, income support assistance, and outreach within the community and/or communities. To provide clients with access to effective labour market services. To manage the office operations and multi-disciplinary staff within a team environment, including accountability for a large program budget. To lead in the development of local strategies, and activities to support the delivery of responsive employment programs and services to the public, aligned with emerging priorities, market conditions and government directions.

Duties/Responsibilities:

Working in a field office that is situated within the local community or communities, this Position:

1. Formulates the framework for the establishment of a Service Delivery Network that balances program and service options to meet the needs of clients within the community and that is responsive to local labour market conditions. Leads negotiations for the development of the infrastructure that addresses the socio-economic and human resources needs within an assigned geographic area, that provides quality service with respect to interventions and income support assistance, are results based and are in alignment with legislative authorities, and Ministry priorities. Leads the regular reviews, assessments and decision making as to the need to enhance, modify or eliminate the current mode of delivery within the service delivery framework.
2. Develops consultative frameworks, critical linkages within the community and invests in a wide community network of relationships to establish credibility in the delivery of employment programs and services; promotes labour market and community partnerships and sponsors; discusses new program policy developments and seeks input and feedback; maintains awareness of local market trends and issues. Represents the Ministry on committees; provides advice and interpretation of legislation, employment programs and services and service delivery network, operational policies and procedures.
3. Plans and manages all administrative functions and challenges of a complex multi-faceted operation. Prepares work plans, business plans and objectives, and manages the program budget; ensures appropriate accounting and reporting practices are in place. Assigns projects and work based on priorities and to optimize productivity, provides program direction, and ensures that deliverables are met.
4. Manages human resource activities of the office by making decisions and effective recommendations on staffing needs, hiring and promoting, demotion and dismissal, disciplinary actions, merit increases, grievances, MERC/Health and Safety issues, performance development plans, leaves and attendance, etc.
5. Provides leadership, motivation and managerial support for the implementation of practices and methods to promote team building, a healthy work environment and team wellness in the context of rapidly changing work environments due to shifting priorities and directions, introduction of new technology, budgetary constraints, etc. Coaches and mentors staff in adapting to new ideas.
6. Leads the local planning process and participates in the regional planning process for the development of strategies, operational plans (e.g. marketing campaign, targeted delivery of information sessions, participation in career fairs, etc.), analyzing documents and environmental scans for budgeting purposes, examining current labour market conditions, identifying and responding to emerging priorities and trends, consulting with the community, determining strategies linked to timeframes, and ensuring adequate human and financial resources capacity for effective program delivery.
7. Responds to contentious and escalated issues arising from project funding or lobbying efforts from community organizations. Oversees or prepares a variety of briefing materials (e.g. briefing notes, house notes, reports, responses for MPPs and executive correspondence relating to programs and services), in

support of Senior Management, and briefs Senior Management on critical issues and provides recommendations as needed.

8. Establishes relationships and manages liaison with a broad network of contacts in regions, other ministries and jurisdictions to identify opportunities for partnerships, collaboration, project development and evaluation to improve employment within the communities. Serves on inter-ministerial and inter-jurisdictional committees, forums and working groups to deal with significant socio-economic issues that impact local labour market conditions, and the development of strategies to address them.

9. Oversees the performance measurement of the results and/or outcomes of services delivery in achieving operational goals, assessing their effectiveness in meeting service standards and other key indicators. Determines corrective action on service level shortfalls based on risk assessment and impact on local program objectives.

10. Prepares and/or presents planning documents, reports, recommendations and other materials in support of the delivery of employment programs and services. Provides input into the formulation of programs and policies.

11. Performs other duties as assigned.

Knowledge:

Position requires excellent knowledge of the Ministry's goals and objectives, employment programs, products and services (e.g. incentives for employers to hire individuals, work experience, skills development and skills training etc), program delivery structures, methods, practices and business lines, the various service delivery channels, and related Federal and Provincial legislation /regulations including, but not limited to, labour market and training programs and services to lead in the development and continual review of a framework for employment program/ services delivery, lead staff in the delivery of a wide range of employment programs and services, promote partnerships and sponsors within the community, and evaluate effectiveness of programs and services in achieving desired results. Position requires advanced knowledge of the linkages with and services provided by other levels of government and the social, cultural and demographic characteristics of the populations served, including the nature of socio-economic organizations within the community and awareness of economic trends to establish critical linkages and relationships and credibility in the delivery of employment programs and services that serves the needs of the community, to identify emerging labour market issues, and lead negotiations in the development of joint programs in the best interests of the Ministry and delivery partners. Knowledge of computer operation, program databases and information management systems to retrieve and assess program and services information, and to generate reports that measure effectiveness of program and services delivery. Position requires knowledge of applicable Collective Agreement(s), relevant legislation and policies, best practices and guidelines associated with human resources management to effectively manage staff. Position requires analytical skills to evaluate the results and outcomes of delivered programs and services, to analyze and assess current processes and problems and business performance and identify opportunities for improvement, recommend program, policy, and process changes and address contentious issues, often of a sensitive and political nature. Excellent planning, organizational and coordination skills are required to manage the operations of the field office, for leading and conducting the local planning process that involves setting business goals and objectives, operational and work plans, establishing priorities, ensuring adequate controls and reconciliation processes and procedures for full program budget utilization within the fiscal period. Strong oral communication, interpersonal and consultative skills are required to explain and promote employment programs and services within the community and to stakeholders. Excellent interpersonal, negotiation, relationship building and stakeholder management skills are required to establish relationships and linkages, negotiate and promote Ministry position and interact with a wide variety of contacts within government, other governments, community organizations, stakeholders and service providers. Excellent leadership and management skills are required to effectively motivate and coach staff in the achievement of field office goals, to assign clear roles and responsibilities, to communicate knowledge transfer, issues and changes that affect them, evaluate performance and manage employee relations issues.

Judgement:

Work is performed under the general direction of the Regional Program Manager within the broad framework of government and Ministry mandate and objectives, strategic directions, and employment programs and services legislative framework, policies and budget allocations. Judgement is required in effectively leading and managing a complex, multi-faceted field office operation and developing a service delivery network for the delivery of employment programs and services that is responsive to socio-economic and labour market conditions of the specific community and/or geographic area served. Judgement is required in developing business and operational plans and ensuring full program budget utilization that remains responsive to emerging labour market issues, changing priorities and in being able to deal with emergency or crisis situations. Judgement is required in negotiating with service providers to deliver the infrastructure that meets the needs of clients and the community. Judgement is exercised in initiating and investing in relationships, and in establishing collaborative partnerships with

internal and external stakeholders to facilitate and promote the delivery of programs and services. Judgement is required in dealing with service provider issues and escalated complaints and issues from clients, local politicians and lobby efforts by organizations to obtain funding or to dispute denial of funding support. Judgement is also exercised in preparing and/or overseeing the preparation of planning documents, briefing notes and presentation materials that identify issues to be addressed, often of a sensitive and political nature, options for resolution, social and economic implications on the community and recommended options and action plans. Judgement is required in managing staff, promoting and supporting team development and a team work environment, and managing a substantial program budget. Judgement is required in conducting program evaluations and developing recommendations to identify service delivery gaps, and for providing input for program and policy development. Judgement is required in representing the Ministry and Provincial presence and position within the community, on various committees, work groups and task forces, discussing joint opportunities and sharing funding costs for delivery of employment programs and services to achieve positive impacts on the local labour force. Position requires judgement in the application of human resources management legislation, policies, practices, and guidelines when managing and evaluating staff and dealing with employee issues.

Accountability - Programs:

Accountable for providing leadership, managing staff in a team environment and the administrative challenges of a complex multi-faceted operation of a field office that delivers employment programs and services through a negotiated service delivery network, that provides quality service, that is responsive to local labour market conditions and trends, including emergency or crisis situations, and that is in compliance with legislative framework, program policies and allocated program budget. Accountable for initiating and investing in relationships with internal and external stakeholders to facilitate and promote the delivery of programs and services; for establishing the credibility of employment programs within the community and/or geographic area served; for measuring the performance and results obtained from contribution agreements and partnerships; leading the planning process to develop strategies and business/ operational plans to implement changes to current mode of delivery within the service delivery framework and to address socio-economic changes in the community that are linked to timeframes, utilization of human and financial resources sufficient to deliver programs effectively. Accountable for dealing with contentious and complex service delivery issues, and for preparing briefing notes, planning documents, and reports.

Accountability - Personnel:

Manages 5 to 30 multi- disciplinary staff, including hiring, instructing, and developing staff; using the Collective Agreements, Ontario Public Service Legislation, policies, practices and guidelines when addressing issues; responding to employee grievances at first stage on behalf of the Employer and participating in further stages of the grievance process if grievance is unresolved. Responsible for all performance measurement and learning plans.

Accountability - Finance & Material:

Accountable for forecasting program budget, for budget administration and full utilization within the fiscal year within delegated limits, and for reporting spending, and ensuring that appropriate controls are in place. Recommends, administers and monitors field office operation budget.

Accountability - Impact of Errors:

Errors in leading and coordinating the planning processes could result in the development of a service delivery network that fails to respond to the needs of clients within the community, and/or result in a lack of services due to service providers not complying with negotiated terms and conditions or insufficient staff to deliver workload; errors in managing field office operations and staff or in investing in stakeholder relationships could result in the interruption of service to clients and/or partners and sponsors not delivering activities leading to lack of credibility for the programs and services being delivered, public criticism and embarrassment for the Ministry. Errors in not managing the budget properly within proper financial controls could result in mis-application of funds or wasting funds that could also result in lack of programs and services to meet client needs, loss of credibility in programs and services by the public, criticism and embarrassment for the Ministry.

Contact - Internal:

Regularly with counterparts, with senior management and policy staff in Head Office to exchange information, discuss program and service issues, labour market trends and emerging issues, and develop strategies to enhance program service delivery, resolve and address mutual problems and issues. Regularly with local representative of other ministries and municipalities to negotiate labour market partnerships and achieve intended goals. Represents the Ministry at inter-ministerial and inter-governmental committees, work groups

Contact - External:

Regularly with senior level representatives and key players within the community (e.g. Chambers of Commerce, community agencies, community colleges, private training providers, local/ national service organizations such as Y.M.C.A, or Aboriginal partners etc.) to establish/ maintain relationships, critical linkages and provincial presence, promote programs and services, engage in joint policy and program development activities, explain and interpret ministry policies, legislation and processes, discuss and

recommend new program and policy developments, discuss and negotiate partnership agreements, maintain awareness of local labour market conditions and address issues. Regular contact with service providers to discuss contracts and service level agreements, discuss performance measures, evaluate compliance with contract requirements and determine corrective action in cases of non-compliance. Regular contact with City elected officials and Members of Parliament to respond to enquiries and complaints. Sits on local community committees related to employment, training or labour market issues.