



Position Description

Position title: **Manager Investigation and Early Resolutions
(Bilingual)**

Reports to: **Director, Operations**

Affiliation: **Excluded**

A. Position Summary

The Ombudsman is an independent, impartial office of the Legislature that resolves and investigates complaints about Ontario government organizations, broader public sector bodies, including municipalities, universities and school boards, child protection services, and compliance with the *French Language Services Act* (FLSA). The Ombudsman recommends solutions to individual and systemic administrative problems, and promotes fairness, accountability and transparency in the public sector as well as respect for French language service rights and the rights of children and youth.

The French Language Services Commissioner is appointed under the *French Language Services Act*. The Commissioner oversees the French Language Services Unit. The Unit's mandate is to encourage compliance with the FLSA through the conduct of independent investigations and reporting, either in response to complaints or on the Ombudsman's or Commissioner's own initiative. The Unit also monitors the progress made by government ministries and its agencies in the delivery of French language services in Ontario.

The Manager directly supports and assists the Director, Operations in planning and implementing strategic direction for the Early Resolution Officers and Investigators and works closely with the Policy and Issues Analyst on the reviewing of complaints, resolution trends and policy development opportunities. The Manager, with the assistance of Early Resolution Officers and Investigators, prepares cases for strategic discussions and recommends approaches on a variety of files to the Director and Commissioner.

B. Duties and Responsibilities

- Provides advice, guidance and direction to Early Resolutions, Investigations and administrative staff on documentation of case notes and other information on case files and appropriate organization of files, proper case tracking, keeping of complaint related records, 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
- Collaborates with the Ombudsman's Early Resolutions, Investigations and Special Ombudsman Response Team management, on the identification of partnership on files of common interests
- May deal with government officials and complainants on more complex issues requiring management representations
- Responds to issues and complaints raised about service provided by Early Resolutions or Investigations staff
- Manages workflow between Early Resolutions and Investigations teams and ensures that cases are referred for investigation in a timely fashion
- Identifies files suitable for investigations to the Director of Operations and assigns files to investigators and ensures that files are properly researched and prepared for investigation
- Assists in defining issues for potential systemic investigations and in the preparation of case assessments
- Proactively assist the Director, Operations in developing the positioning of the Ombudsman Office, particularly of the Commissioner, with regards to issues affecting Francophones and identify appropriate next steps for public engagement
- Contribute to and provide leadership in the planning for and creation of annual reports to assist both the Ombudsman and Commissioner of French Language Services in their annual reporting functions
- Assists the Director in developing strategies for ensuring accurate and informative statistics on complaint trends, as well as on the work performed by the unit
- 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, as well the Ombudsman's and Commissioner's Annual Reports

- Assists in defining issues for potential systemic investigations and in the preparation of case assessments
- Plans and provides orientation and training for new Early Resolution Officers and Investigators including but not limited to office procedures, resolutions strategies and investigative techniques, Ombudsman jurisdiction, case management, dealing with difficult complainants and research techniques
- Manages human resources issues including performance management, staff relations, staffing and staff evaluation, guidance of the Director, Operations and Human Resources
- Contributes to the long-term success of the French Language Services Unit as an integrated part of the Ombudsman's office, while maintaining the Units mandate to encourage compliance with the French Language Services Act
- Other duties in relation to complaints handling, resolution and investigation or management of the early resolutions and investigations team, as requested

Early Resolutions Team Management

- 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, Operations to eliminate the backlogs. Improves quality of results in early resolutions through a variety of strategies such as regular file reviews, file audits and telephone intake feedback sessions
- 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
- Reviews and approves 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

Investigations Team Management

- Manages the activities of investigations team including individual caseload reviews, complaint assessments and analysis and resolutions. Approves cases recommended for closure on the basis that further review or an investigation is not warranted
- Oversees the execution of individual complaint investigations, and reviews the progression of investigations cases
- Provides advice, guidance and direction to the Investigators on drafting investigation plans, and determining the scope and methodology required to carry out a thorough and effective investigation
- Reviews investigative files to ensure the investigation was focused, thorough and objective, includes all relevant evidence, and addresses both individual and systemic issues
- Supports the Investigator to effectively plan thorough interviews by developing appropriate question areas and identifying suitable interviewing techniques and strategies
- Reviews and edits investigative reports and correspondence to ensure that the document sets out the facts cogently, objectively and accurately with an appropriate level of detail to ensure a meaningful response reflecting the organization's vision, mission and values
- Reviews and assesses complex and systemic complaints identifying potential strategies for resolution and recommends cases which may be appropriate for resolution, formal investigations and/or systemic reviews
- Identifies and effects strategies to deal with challenges posed during the execution of investigations, escalating issues related to resistance and lack of cooperation

C. Position Qualifications:

Education:

University degree in social science or related field or an acceptable combination of education and experience

Experience:

Priority will be given to individuals with 2-5 years' experience in investigation of complaints in a comparable oversight environment or a combination of relevant experiences

Experience in the management of a unit conducting administrative or similar type investigations

Proven experience managing a team of professionals; Preference will be given to candidates with management experience in investigative, oversight or public sector environment

Oral and written communication skills at the superior level in both English and French languages

Knowledge, Skills and Abilities:

Knowledge of fact finding and investigative practices, including investigative planning and interview preparation

Demonstrated experience working with and understanding provincial government organizations or broader public sector organizations

Demonstrated experience working with and understanding of the Francophone community

Superior oral communication skills including the ability to discuss service issues with senior management within the Office and government officials

Knowledge of the *Ombudsman Act* and the role and function of the Ombudsman of Ontario

Expert knowledge of the French Language Services Act (FLSA), its interpretation and application; knowledge of the legislative roles of the Ombudsman, Commissioner, and French Language Services Unit and understand the political sensitivity and historical background of French language service deliver issues, to: lead and manage the development and implementation of strategic framework supporting the delivery of French Language service in Ontario and compliance with the FLSA

Excellent written communication skills French and English including the ability to prepare a variety of materials including, briefing notes and high quality detailed investigative reports, and the ability to prepare and document files

Excellent oral communication skills including ability to represent the office, in both French and English, in outreach activities

Superior analytical and problem solving skills and proven ability to effectively and strategically respond to and resolve complex, investigative issues

Ability to manage own time and lead others time management to respond to competing and changing priorities and meet deadlines on short notice

Leadership experience advising and supporting a team, guiding and developing skills

Superior personal and professional integrity

Strong interpersonal skills

Demonstrated ability to work independently and in a team environment

Personal Suitability:

The position requires a candidate with a high level of professional interpersonal skills and excellent communications ability, who is supervising professionals working in an impartial and unbiased environment. They must be proficient and capable of communicating with a variety of external and internal stakeholders at all levels. All communications must be handled with a high level of discretion, respect, courtesy and professionalism at all times.

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 work volumes 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 can be unpredictable at times and 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 good judgement, and a principled approach when assessing the appropriate solutions for staff questions or problems and issues affecting other teams or the organization as whole. Deals with both complex and serious problems directly and has access to Director, Operations 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 the French Language Service Unit 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 the Director.

Interpersonal Contacts:

Purpose: Builds constructive relationships and makes effective use of 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 assist and provide support in situations deemed too sensitive or complex to be dealt with by Early Resolution Officers or Investigators alone. Fosters a team approach both within the Early Resolutions team and Investigations team and across units in the Ombudsman Office. Works in collaboration and partnership with colleagues who are managers in the Early Resolutions and Investigations in other units, Directors and legal counsel to identify ways for teams to work together, identify best practices and foster a culture of collaboration, innovation and continuous improvement.

Nature: Most contacts are pleasant, however some may pose challenges in maintaining effective communications, including dealing with volatile situations and/or individuals, who do not understand the role and function of the office or who disagree

with the message, which is being delivered to them. Has access to the Director, Operations for advice and guidance in handling more challenging situations and communications.