



## Job Profile:

**Manager, Policy, Research and  
Continuous Improvement**

<b>Classification:</b> Band 3	<b>Position:</b> Manager, Policy, Research and Continuous Improvement
<b>Reports to:</b> Director, Planning, Policy and Public Reporting	<b>Location:</b> Victoria
<b>Organization:</b> Office of the Ombudsperson	

## Job Overview:

Reporting to the Director, Planning, Policy and Public Reporting, the Manager, Policy, Research and Continuous Improvement develops, implements and monitors the office's service standards and performance measures. The manager identifies practice issues and opportunities for service improvements and investigative efficiencies and recommends or implements changes to promote consistent investigative and file management practices and excellence in service delivery. The manager supports the integration of continuous improvement practices throughout the office. The manager leads knowledge management initiatives, identifying opportunities for improved collaboration and knowledge sharing within and across teams. The manager oversees the office's research and analysis activities and policies, ensuring alignment with our strategic goals and commitment to diversity, equity, inclusion and reconciliation.

## Accountabilities:

### Continuous Improvement

- Researches leading practices and provides advice and recommendations related to continuous improvement of the office's services.
- Leads or manages specific projects relating to continuous improvement and quality assurance including developing and monitoring project plans, delivering agreed project deliverables on time and to the standard required, providing training, documentation or other assistance to support implementation and evaluating effectiveness.
- Identifies emerging service delivery challenges and potential process or system-level solutions to improve operations and processes, working across teams to implement improvements and promote excellence in service delivery.
- Identifies and shares leading practices in investigative methodologies and approaches, incorporating principles relating to equity, trauma-informed approaches, accessibility and reconciliation.
- Develops, implements and monitors a framework for continuous improvement and ongoing evaluation, including developing a quality assurance plan and advising department leads on appropriate service standards, performance targets and evaluation frameworks that align with the office's strategic plan.

- Leads periodic reviews of the office's work under the *Ombudsperson Act* and *Public Interest Disclosure Act* to ensure services are delivered in a manner consistent with the office's strategic goals and objectives.

### **Policy and Research**

- Oversees the development and implementation of policies in support of service delivery and organizational goals.
- Provides advice on policy development and revision and research methodologies including incorporating intersectional and decolonial approaches.
- In consultation with the Director, establishes priorities for research, data collection and policy development and oversees the implementation of research and policy deliverables.
- Provides direction to the Research Specialist on monitoring and reporting on trends in complaints, including complaints received from Indigenous people, and makes recommendations on investigative process and priorities.
- Supports the development of intake and investigative service improvements relating to the implementation of our office's Indigenous Communities Services Plan, Accessibility plan and general public outreach plan including by providing direction on the development and implementation of policy to promote equitable, inclusive, culturally safe service delivery.
- Manages and develops the office's reference library and ensures access to online research services through subscription account management.
- Identifies and promotes leading practices in knowledge management within and across operational teams, including by implementing collaborative tools and techniques for effective knowledge management in coordination with the communications team.
- Manages rolling public authority and service user surveys in accordance with the office's outcome-based performance measures.

### **Case Tracking System**

- As the key operational contact in relation to the office's case tracking system, coordinates and responds to feedback and change requests from operational staff relating to the case tracking system, determines priorities for updates and changes required, develops proposals to implement improvements that meet operational needs and supports the testing and implementation of system improvements.
- Oversees the development of practice directives for operational staff across the office relating to the use of the case tracking system.
- Provides advice on how to best use case tracking system in support of effective knowledge management.

### **General**

- Supervises employees including assignment of work, development and evaluation of performance plans, approval of leave, response to performance concerns and initiation of disciplinary processes.
- Supports or participates in procurement, contracts, accounts, and budget for the program area.

- Ensures appropriate training and professional development programs for staff on the policy, research and continuous improvement team.
- Develops and contributes content for the Ombudsperson's Annual Report.
- Develops and maintains collaborative, professional relationships with colleagues, other Ombuds offices, and independent offices of the legislature.

## Qualifications and Competencies:

### Education and Experience:

- University degree in a related field (e.g., Law, joint Juris Doctor/Indigenous Law degree, Social Sciences, Social Work, Indigenous Social Work, Public Administration, Indigenous Business and Public Administration and other related disciplines).
- Minimum two years of investigative experience in an Ombudsperson office, **OR** a minimum two years of investigative experience in an equivalent legal or regulatory environment.
- Minimum two years of management experience **OR** two years of experience leading and coaching professionals in the development and implementation of complex projects.
- Experience developing, implementing and monitoring quality improvements in public service delivery.
- Experience in project management and change management.
- An equivalent combination of education and experience may be considered.
- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check (completed if an offer of employment is made).

### Preference may be given to applicants with one or more of the following:

- Experience learning about or working on existing and emerging issues, trends and policy initiatives related to diversity, equity and inclusion in a leadership role.
- Experience or training in trauma-informed and/or cultural safety practices.
- Experience building relationships and/or providing client service to people with diverse lived experiences including but not limited to people who are First Nations, Metis, Inuit and/or from urban Indigenous communities, Black or racialized, women, 2SLGBTQIA+, people with diverse gender identities or expressions, and/or people living with disabilities.
- Extensive experience in investigations and dispute resolution.
- Applicants who self-identify as First Nations, Métis, Inuit and/ or Indigenous, Black or racialized, women, 2SLGBTQIA+, people with diverse gender identities or expressions, and/or people living with disabilities.

### Knowledge, Skills and Abilities:

- Knowledge of the *Ombudsperson Act*, *Public Interest Disclosure Act* and role of the Ombudsperson.
- Advanced understanding of the concepts and principles of administrative fairness, administrative law, and investigative leading practices.
- Broad understanding of government programs, legislation and public policy, the administration of public services in British Columbia.

- Ability to contribute to strategic decision making and develop, implement and monitor service improvements.
- Knowledge of continuous improvement methodology and practice.
- Demonstrated ability to build and maintain collaborative and productive relationships with internal and external interest groups.
- Effective interpersonal oral and written communication and negotiation skills and demonstrated ability to communicate in an effective and clear manner at an appropriate level and in the most accessible format.
- Ability to contribute to a psychologically safe workplace in support of mental health and well-being.
- Ability to effectively build or foster an environment of psychological safety for team members who experience challenging behaviour or content.
- Demonstrated commitment to diversity, equity, inclusion, reconciliation and accessibility and contribute to fostering inclusion in the office.
- Ability to work effectively and diplomatically across operational teams to promote excellence in service delivery and achieve organizational goals.
- Knowledge of qualitative and quantitative research methods and approaches.
- Knowledge of policy development, implementation and evaluation processes.
- Strong analytical and problem-solving skills.
- Adept with technology, information management systems and research software.
- Demonstrated ability to set and adjust workload priorities and tasks in response to changing demands and emerging issues.

### Competencies:

Behavioural competencies describe the essential skills and attributes expected of all office employees. The successful applicant will demonstrate experience, knowledge and/or ability with respect to the following behavioural competencies:

- **Service Orientation** implies a desire to identify and serve customers/clients, who may include the public, co-workers, other branches/divisions, other ministries/agencies, other government organizations, and non-government organizations. It means focusing one's efforts on discovering and meeting the needs of the customer/client.
- **Teamwork and Co-operation** is the ability to work co-operatively within diverse teams, work groups and across the organization to achieve group and organizational goals.
- **Organizational Commitment** is the ability and willingness to align one's own behavior with the needs, priorities and goals of the organization, and to promote organizational goals to meet organizational needs.
- **Change Management** is the ability to support a change initiative that has been mandated within the organization. It involves helping the organization's members understand what the change means to them, and providing the ongoing guidance and support that will maintain enthusiasm and commitment to the change process. People with this competency willingly embrace and

champion change. They take advantage of every opportunity to explain their vision of the future to others and gain their buy-in.

- **Decisive Insight** combines the ability to draw on one's own experience, knowledge and training and effectively problem-solve increasingly difficult and complex situations. It involves breaking down problems, tracing implications and recognizing patterns and connections that are not obviously related. It translates into identifying underlying issues and making the best decisions at the most appropriate time. At higher levels, the parameters upon which to base the decision become increasingly complex and ambiguous and call upon novel ways to think through issues.
- **Commitment to Continuous Learning** involves a commitment to think about the ongoing and evolving needs of the organization and to learn how new and different solutions can be utilized to ensure success and move the organization forward.

Applicants may review [behavioural competencies](#) for all staff in the BC Public Service.

### **Indigenous Relations Behavioural Competencies:**

The Indigenous relations behavioural competencies help the office improve our individual and collective abilities to work effectively with the Indigenous peoples of B.C. The successful applicant will demonstrate experience and/or thinking, attitude, approach and behaviours illustrating potential with respect to the following Indigenous relations behavioural competencies:

- **Self-discovery and Awareness** means understanding one's thoughts, feelings, values, and background and how they impact the success of the interaction and relationship, or how they may influence one's work. It is recognizing one's own biases by tracing them to their origins, through reflection and by noticing one's own behaviour—and then intentionally seeking a way forward that positively impacts the interaction and relationship. It means maintaining new ways of thinking and acting when situations become difficult or uncertain, or in times of urgency.
- **Cultural Agility** is the ability to work respectfully, knowledgeably and effectively with Indigenous people. It is noticing and readily adapting to cultural uniqueness in order to create a sense of safety for all. It is openness to unfamiliar experiences, transforming feelings of nervousness or anxiety into curiosity and appreciation. It is examining one's own culture and worldview, and the culture of the Office, and to notice their commonalities, and distinctions with Indigenous cultures, and worldviews. It is recognition of the ways that personal and professional values may conflict or align with those of Indigenous people. It is the capacity to relate to or allow for differing cultural perspectives and being willing to experience a personal shift in perspective.
- **Change Leadership** is championing the achievement of intended, real change that meets the enduring vision of Indigenous self-determination in British Columbia. It involves collaboratively developing and implementing ideas to achieve positive change from anywhere in the BC Public Service. The change leader learns from other leaders and elders, models the vision, and encourages members of the public service to commit to and champion the vision. The change leader inspires others into new ways of thinking and doing business. The change leader routinely energizes the change process and removes barriers to change.

Applicants may review the [Indigenous relations behavioural competencies](#).

**BC Ombudsperson** - *BC's Independent Voice for  
Fairness and Accountability*