

**CLASSIFICATION JOB INFORMATION**

SAP Job ID:	90005173
Position/Classification Title:	Senior Director Service Delivery
Pay Grade:	EC 15
Add-On Eligibility:	False
Standardized:	No
Inactive	No
Date Last Evaluated:	3/11/2024

**JOB INFORMATION**

Job/Working Title:	Senior Director Service Delivery
Department:	Community Services
Division/Section:	Service Delivery
Reports To (Position Title):	
Exclusion Status:	Excluded

**OVERALL PURPOSE**

The Department of Community Services (DCS) is a large and diverse department that provides a broad portfolio of programs and services designed to help the most vulnerable people of Nova Scotia be independent, self-reliant, and secure. This is achieved through an organizational model that requires the highest level of collaboration and cooperation internally across all divisions of the department, and externally with a significant network of service providers, other departments and levels of government, in order to achieve the desired and shared outcomes for the citizens who seek services and the department as a whole. The Senior Directors in all divisions are accountable for providing vision and strategic direction through leadership and management of their specific area of responsibility and cannot be successful in achieving outcomes without strong collaboration across the department and government.

The Senior Director, Service Delivery, leads a team of senior professional Directors and provides leadership and direction for the development and delivery of multiple plans and strategies aligned to departmental and government priorities. The Senior Director is accountable for proactive issues and crisis management, and provides strategic advice to the Executive Director, Deputy Minister, Associate Deputy Minister and Minister.

The Senior Director holds specific responsibility for a portion of the Service Delivery division, acts for the Executive Director across the full division for prolonged periods of time, and assists with strategic responsibilities of the Executive Director.

The Senior Director is accountable for the delivery of social programs that provide support to Nova Scotians, and provides vision and strategic direction to defined service delivery teams across the province that consist of large teams of geographically disbursed Directors, Managers, Supervisors and professional staff responsible for front facing service delivery of all core social program areas of the Department. The Senior Director creates and provides executive leadership to the vision that ensures provincial consistency and effectiveness of human centered service provision, and the overall implementation, integration and delivery of the Department's existing and newly created programs and services through effective leadership of a team of Directors.

The Senior Director, Service Delivery is responsible and accountable for the implementation of programs and services in all service offerings of the Department, ensures adherence of service delivery under multiple Acts, regulations, policies and procedures, and within the terms of collective agreements. The Senior Director, Service Delivery is also accountable for providing strategic direction to other divisions regarding legislative, program and policy development that is implementable and sustainable from an operational perspective.

**KEY RESPONSIBILITIES**

Provides leadership, oversight and guidance to multiple program and human resource functions with a large and diverse staff, and holds operational and functional accountability for budgets, including decision making that impacts the departmental budget as a whole within all program and human resource areas. Responsible for the implementation of the strategic plan and direction of the Department of Community Services throughout Service

Delivery, which requires fulsome knowledge, understanding and expertise in all programs and services delivered by the Department. Responsible to plan and direct a large-scale service structure while developing and leading implementation of a vision for provincial consistency with direct report Directors; analyze situations accurately and adopt effective courses of action; maintain effective internal and external communications; make effective oral and written presentations; accomplish goals through reporting Directors; comprehend and interpret all departmental/program legislation, regulations, and rules; enlist cooperation of community organizations, other agencies, and employees; maintain an effective and professional working relationship with departmental Executive, Directors in all program and corporate divisions, Managers, frontline staff and community members; establish clear goals and objectives within departmental goals and plans, and follow through on their attainment; provide leadership to Directors to support their decision making and challenges; plan, organize, assign, delegate, and prioritize work across large geographic and responsibility areas.

Accountable for the effective management of human and financial resources by setting and evaluating staff performance targets, training needs, career development plans. Leads the development of implementation plans to motivate, consistently monitor performance, manage discipline issues, promote diversity and a healthy respectful workplace, understand, respect and apply corporate human resource practices across large teams, promote teamwork and individual development, engage in conflict resolution, and maintain communication with large numbers of staff. Responsible to monitor expenses, adhering to procurement guidelines, and for acquiring goods and services in the most cost-effective manner, accurately forecasting salary and expenses for specific responsibility areas. Develop approaches to correct deficiencies or disturbing trends. This must all be completed while remaining child, family and client centered, in an environment driven by crisis, often impacted by trauma.

Participates in the design, and accountable and responsible for the implementation of significant, broad reaching and continual organizational change initiatives within DCS. This includes changes through all core program areas, as well as changes related to technology and tools required for jobs, and human resource or corporate government initiatives that involve or impact front-line staff. Responsible to ensure program and policy development is sustainable from an operational perspective. The Senior Director has a provincial responsibility to ensure that other divisions of the department responsible for developing programs and policy fully understand resource availability, capacity, current and future areas of pressure, client needs, staff needs, and best practice, to ensure designed services are deliverable and sustainable, and to ensure client, departmental and system outcomes are achieved and delivered efficiently.

Responsible to ensure that service delivery is consistent with and adhering to program and corporate legislation, policy, and standards. Implements significant change initiatives to the organization by establishing the need for change, developing and communicating a vision and strategy to direct the change effort; leading the work with policy and corporate divisions to contribute to optimal program development in order for changes to be operationalized in an effective and sustainable way; working collaboratively to build a coalition of support for significant change amongst Directors and Managers who in turn motivate and support employees, partners and community; producing a consistent stream of visible improvements in service delivery performance; removing barriers and providing resources and required authorities to implement change consistent with departmental goals.

Accountable for assuring a high level of client satisfaction by ensuring that a professional service is maintained through responsive case management, reviews, and investigations carried out by a large number of staff with varied professional designations delivering services under a number of Acts and program areas, and within corporate government policies and the terms of collective agreements. Primary senior contact responsible to deal with escalated incidents and complaints where there have been allegations of misconduct or inappropriate activity occurring by staff or clients. Represents the Department at senior tables interacting with members of the public, government, department and other officials, Office of the Ombudsmen, policing agencies, community-based agencies, health professionals, lawyers, the courts, and others.

Accountable for developing plans to ensure effective recruiting, hiring and training that meets the needs of the Department's mandate, government policy, diversity plans, and that will also ensure staff hired are skilled and supported to deliver services to individuals in continual crisis, and where every decision made impacts the health, safety and life of individuals, children and families. It is regular, daily business for Service Delivery staff to be fully involved in matters specific to child abuse and neglect, serious injury and child deaths, family violence, poverty, and other serious life situations. Accountable for supporting Directors, Managers, Supervisors, and staff in situations where clients have been physically or verbally abusive to staff, or have been victims of violence and abuse, in a manner that allows the team to continue serving clients.

Provides advice to the Executive Director, Deputy Minister, Associate Deputy Minister, or Minister, and other Departmental Ministers, MLAs and elected officials, respecting departmental and client matters. The Senior Director makes strategic linkages to ensure Service Delivery is represented appropriately in legislation and policy development, and across partnerships and networks, including with community stakeholders, the legal community, education and health professionals, stakeholders and advocates; supports and guides the division in influencing/persuading senior decision makers, in the three levels of government, and stakeholders in order to champion ideas and issues with urgency and follow through to achieve necessary outcomes. This requires extensive collaboration, coordination, monitoring, reporting, evaluation among extensive stakeholders and partners. Leads and manages teams assigned to special projects as delegated by the Deputy Minister, the Executive Director or other senior government officials.

Assumes all duties of the Executive Director, Service Delivery, in the absence of the Executive Director.

May perform other related duties as assigned

In addition to the knowledge, skills and abilities outlined in the job description, this job may include other, assignment-specific requirements (ex: French language, drivers license, membership in an employment equity group or security screening, etc.)

## SCOPE

<b>Contacts (Typical):</b>	<p>Regular internal contact with Executive Directors and Directors in the three program divisions (DSP, CYFS and ESIA), as well as Executive Directors and Directors in Policy &amp; Innovation, Finance &amp; Administration, and Strategic Services for the purpose of providing advice and guidance to legislation, program and policy development, and corporate approaches to systems and tools to be used by staff for delivery purposes.</p> <p>Continuous and/or daily contact with the Office of the Minister, Deputy Minister, Associate Deputy Minister and Executive Director on matters related to escalated cases. Frequent briefing and information notes required on highly sensitive client and staff related matters.</p> <p>Regular contact with senior officials in provincial departments including Justice, Health &amp; Wellness, Education and Early Childhood Development, Labour &amp; Advanced Education, among others. Frequent contact with the Nova Scotia Health Authority and a large range of external service providers.</p> <p>Frequent and ongoing contact with elected officials at all levels of government regarding constituent/client issues. Regular contact with community advocates, families and members of the general public regarding decisions made and policy direction of the department.</p>
<b>Innovation:</b>	<p>The Senior Director acts in the place of the Executive Director and is ultimately responsible for every decision made within the full Service Delivery division in those times. The Senior Director holds responsibility for a defined service delivery portfolio and is ultimately responsible for every decision made in it, both at a client and use of resource level. Decisions related to the provision of human services are complex, and the clients/families receiving services through DCS often do not fit easily into specific programs and services offered by other agencies. As the Department that elected officials and members of the general public see as being responsible for all aspects of the social safety net, the Senior Director is required to facilitate large, interconnected and multi-disciplinary teams in creative problem solving when a client presents an issue or need that cannot be met within existing policies or service offerings, and to support the Directors within Service Delivery to accomplish that same outcome. The Senior Director is also required to creatively problem solve significant human resource issues in a way that balances protecting the health, safety and well-being of both clients and employees and adheres to the terms of the collective agreement. For example, employees may be subject to allegations of abuse from children in care of the Minister which requires balancing the mandate of the department under the Children and Family Services Act with the rights of the employee under the terms of the collective agreement.</p>
<b>Decision Making:</b>	<p>The Senior Director makes decisions within the acts, regulations, policies, and procedures that apply to all three program areas using professional knowledge and experience. Decisions, often made without the aid of precedent, impact the Department and its effectiveness. This position is expected to make decisions regarding service delivery and service quality that could require changes to policies and procedures, and provides advice, guidance and direction to a team of Directors on these matters. The position also makes decisions regarding the plans, priorities and objectives, as well as human resource and financial management decisions for the organization. Significant decisions regarding the effectiveness of services and the outcomes for clients and large numbers of staff are made daily. The Senior Director also makes decisions regarding the impact of proposed changes by other divisions of the department will impact service delivery, and is often called to represent the entire service delivery division in that regard to one or more program or corporate divisions. The Senior Director may also make decisions that result in the addition, redesign and/or deletion of services. The Senior Director makes recommendations to the Executive Director on significant staffing issues (i.e. terminations) and resource commitments that involve resources from outside the division or are beyond the position's delegated authorities.</p>

<b>Impact of Results:</b>	<p>Results achieved impact the quality of social services provided to the citizens of Nova Scotia through effective client interaction, implementation processes, and measurement of service standards. Results also impact the Department's overall and individual program divisions' ability to meet overall outcomes in the strategic and business plans. Results directly impact the perception that Nova Scotia citizens and businesses have of the Government of Nova Scotia - its effectiveness and efficiency. Results directly impact other government programs (Health, Justice, Education, etc) as DCS services are a prime social determinant of health.</p> <p>Through intergovernmental and inter-departmental initiatives, the role also impacts the quality of programs and services of other departments and federal and municipal organizations.</p>

### People Management:

	# Direct Resources Managed	# Indirect Resources Managed
This position manages/supervises people	1-5	500+
<b>Additional Information (if required):</b>		

## LICENSES/CERTIFICATIONS

<b>Data From Conversion:</b>	<p>Includes information not referenced elsewhere in the job description that will further help the understanding of what is typical of this job, such as a credential, license or professional designation which is required to perform the work (ex: P.Eng., CPA, Journeyperson Certificate, etc.). Does not include education and experience.</p> <p>The Senior Director, Service Delivery is called to balance provision of leadership and support to a team of Directors and a designated portfolio of services within service delivery while simultaneously providing executive level leadership to many aspects of the strategic agenda of the Department. The Senior Director must become deeply familiar with all programs and services the department offers, including all within the corporate divisions, and brings the service delivery perspective to any change or transformation activity within the department. This requires significant committee and working group activity in addition to the daily responsibilities of leading large teams across several offices and facilities throughout the province. The Senior Director is responsible for specific service delivery portfolios, with staff located in several offices or facilities in or across the province.</p> <p>In addition to the knowledge, skills and abilities outlined in the job description, this job may include other, assignment-specific requirements (ex: French language, drivers license, membership in an employment equity group or security screening, etc.)</p>
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## WORKING CONDITIONS

### Physical Effort

Work activities involve rotating positions of light physical activities, requiring little physical effort and/or easy muscle movements. Majority of time is spent in a comfortable office setting, with some site visits as required, and frequent opportunity to move about and/or change positions.

### Physical Environment

Works in an environment with exposure to acceptable working conditions. Occasional exposure to mild unpleasant or disagreeable conditions (e.g., dust, dirt, noise, etc.) and possibility of accident or health hazards is minimal.

### Sensory Attention

Work activities involve a frequent need to concentrate on a variety of sensory inputs for lengthy durations requiring diligence and attention in order to interpret information. If interrupted, considerable time is spent backtracking to continue activities. The need for visual attention, mental concentration, and detailed/precise work is considerable.

### Psychological Pressures

Work activities are performed in an environment with frequent exposure to psychological pressure conditions where the psychological stress is noticeable (e.g., conflicting/competing deadlines, dealing with

## Psychological Pressures

angry/demanding customers/clients on a continued basis, etc.). There is limited capability to control the pace of work and the number of disruptions, and concern exists about occurrence of dangerous situations. Disruption to personal life due to work, work schedules or travel is considerable.

### Examples/ Additional Information:

Will be required to drive on a regular basis to visit offices throughout the province.

There is a need to concentrate, analyze and interpret written reports, statistical information, correspondence and to conduct strategic planning, on a daily basis, E-mail communication is a critical component and requires intensive concentration. Position required direct Consultation with staff members on a daily basis. The incumbent prepares reports, briefing notes and letters to the public, elected officials, clients and advocates on behalf of the Executive Director, Deputy Minister, Associate Deputy Minister, and Minister. There are frequent interruptions throughout the day requiring the immediate attention of the Senior Director.

Frequent delivery of presentations for staff and others on the Department's service performance. Assessing a variety of different types of information: e.g. achievement of service levels, ways of providing services in rural areas, addressing staffing and workload pressures. Frequent periods of intense concentration working with financial information and analysis and preparing and deciphering complex briefings and reports. Fulsome knowledge of collective agreements and other policies impacting civil servants working in a variety of service delivery positions is required.

**Mental Pressures**

There is a need to balance priorities, meet frequent deadlines and produce high quality, error free results. Most decisions have a significant impact on the safety and well-being of both clients and staff, including Directors. There is a need to balance conflicting views with multiple stakeholders and achieve outcomes within specific time frames. There is a constant need to prioritize sensitive and confidential issues and to determine best use of fiscal and human resources. The demands of the job necessitate extremely flexible hours, disallow regular lunch or break periods during the day, and the daily demand for evening overtime creates a constant disruption of one's personal life. The nature of service delivery is that client and staff service take priority and can interrupt a planned schedule, particularly because the Senior Director is the highest local authority for the designated responsibility area and often acts on behalf of the Executive Director in delegated areas. Many services within one of the three programs (Child Welfare) operate 24/7 and the Senior Director is often called upon to deal with issues escalated beyond the Director level after regular working hours, on weekends and during holidays.

### Data From Conversion: