



## IDENTIFICATION

Department	Position Title	
Tłı̨chǫ Community Services Agency	Manager, Child & Family Services	
Position Number	Community	Division/Region
27-12726	Behchokǫ	Health and Social Program/Tłı̨chǫ

## **PURPOSE OF THE POSITION**

The Manager, Child and Family Services plays a lead role in implementing the Tłı̨chǫ Community Services Agency (TCSA) strategic objectives for the consistent delivery of child and family services within the Tłı̨chǫ Region. Under the strategic guidance of the TCSA and the operational direction of the Director of Child & Family Services the position will develop, implement, monitor, and provide reporting on the delivery of child and family services within the region.

## **SCOPE**

The scope of the TCSA is to manage the delivery of a range of integrated public Government of the Northwest Territories (GNWT) and First Nations health, wellness and education programs and services for the Tłı̨chǫ communities of Behchokǫ, Gameti, Wekweètì and Whati. Established in 2005 as part of the Tłı̨chǫ Agreement, the Agency is designed to be an interim GNWT organization through which the Tłı̨chǫ Government will eventually exercise their treaty rights for self-government. The Agency serves approximately 3,000 people. Programs and services include K-12 education, health and wellness, child and family services, mental health and addictions, an 18-bed Long Term Care Facility, continuing care and independent living.

The Tłı̨chǫ Community Services Agency vision "Strong Like Two People" is a metaphor for the desire by community leadership to build an organization, and create programs and services, that recognize the strength and importance of two cultures. Local Tłı̨chǫ and non-Tłı̨chǫ knowledge have complementary strengths, which together can achieve solutions to contemporary problems which neither could alone.

Located in Behchokǫ and reporting to the Director of Child & Family Services, the Manager, Child and Family Services (CFS) is responsible and accountable for ensuring the wide range



of services provided by Community Social Workers meets the needs of client groups and the public in accordance with the appropriate legislation, regulations, standards, and policies.

The Manager, Child and Family Services (CFS) will ensure that client and family needs are being supported and addressed within the Tł'chö region; and to identify and address program challenges and opportunities for improvement, establish program objectives for the region, and to report on and contribute to the evaluation of the effectiveness and efficiency of the program delivery in the region. The job holder will also contribute to the development of the program area across the territory through their participation on cross-territory initiatives and projects.

This position provides program management of Child Protection Services, Foster Care Services, Adoption Services, Family Preservation Services and Adult Services within the Tł'chö Region. This position also acts as an administrative liaison with Non-Governmental Organizations (NGOs) providing contracted services.

Accountable for critical decisions affecting various aspects of people's lives from birth to adulthood (including transitional age youth), this position is responsible for recruiting and hiring and managing a skilled and multi-disciplinary workforce in addition to providing support and operational direction. Through recruitment and retention efforts the incumbent ensures adequate staffing for the provision of safe, professionally competent, and culturally appropriate services to clients in the Tł'chö Region communities.

This position will oversee a staffing group of 25+ indirect and direct reports.

The decisions and recommendations made by the incumbent may have a direct impact on the effectiveness and efficiency of human resources, program and service delivery, and financial budgets. This requires effective research, analyzing, and problem solving to be facilitated to ensure decisions align with the TCSA's practices as well as best practice guidelines, and to ensure effective use of funding.

## **RESPONSIBILITIES**

- 1. Provides leadership, direction and professional expertise in the delivery of quality-based Child and Family Services within the Tł'chö Region. This program must be delivered in accordance with the statutory requirements of the *NWT Child and Family Services Act* and GNWT Standards in order to provide mandated, cost effective, prompt and quality services in accordance with the applicable Acts, manuals, policies and procedures of the NWT and the Authority.**
  - Provides leadership to regional staff and programs to ensure that all CFS clients/families served by the Tł'chö Region receive equitable, efficient, appropriate, accessible, supportive, timely and safe child and family services.



- Collaborates with the NTHSSA Regional Managers, Child and Family Services (CFS) to identify current and future delivery requirements in child and family services through consistent, territory-wide program development.
- Advises and informs the Director of Child & Family Services with regard to program and service delivery, quality plans, outcomes, opportunities, risks, threats, and including, but not limited to, incidents affecting or potentially affecting the safety and/or wellbeing of child and family services clients/families and/or staff, and the integrity of the Tł'chö Region and of the TCSA.
- Recommends strategic initiatives and identifies opportunities to sustain or improve the child and family programs and services delivery, for review and consideration by the TCSA.
- Leads the development of and implements a child and family services work plan for the region that aligns with the TCSA strategic direction, policies and procedures for child and family services.
- Works collaboratively with the TCSA leadership to contribute to the development and implementation of performance indicators, measures for improvement, and reports on outputs and outcomes on a periodic basis as determined by the TCSA.
- Implements training model and orientation process to ensure CFS staff have an adequate level of knowledge and qualification in accordance with the statutory requirements of the NWT Child and Family Services Act and GNWT standards.
- Ensures collaborative partnership with NTHSSA to ensure alignment of Tł'chö Region and TCSA quality and safety initiatives.
- Collaborates with Managers within related disciplines in the TCSA, the NTHSSA and the HRHSSA, to ensure a quality CFS care program that is delivered consistently across regions and jurisdictions.
- Works collaboratively with the TCSA Quality Assurance and Risk Manager to implement program and policy updates to align with the Accreditation Canada Standards of Excellence.
- Communicates standards, policies, and procedures for CFS and programs as they may relate to the Accreditation Canada process.
- Works collaboratively with the TCSA Quality Assurance and Risk Manager to ensure team members receive an orientation and education on Accreditation Canada's Program and the Accreditation Process.
- Implements team action plans, based on results of any work required to align with program standards, and recommendation from onsite Accreditation Canada Surveys.
- Reports work plan process to the Director of Child & Family Services and TCSA Quality Assurance and Risk Manager.
- Gathers data and information to track program indicators set by the TCSA leadership team.



- Promotes clients', families' and foster families' involvement in planning and service design, as well as quality and safety issues at the organization level, including quality improvement and client safety activities.
- Fosters respectful, compassionate, culturally appropriate, and competent care that is responsive to the needs, values, beliefs, and preferences of clients and their family members. Supports mutually beneficial partnerships between clients, families, and health care service providers.

**2. Leads and manages the logistics of regional CFS delivery, including but not limited to the management and support of staff, and the management of capital resources required to meet regional operational needs.**

- Provides subject matter expertise, guidance, direction, and exemplary leadership to the Regional CFS staff;
- Effectively and efficiently manages a budget, human and capital resources in order to facilitate a successful child and family services and programs delivery in the Tł'chö region;
- Contributes to the preparation of responses to Briefing Notes and other forms of communications;
- Manages CFS within the allocated resources and in accordance with Territorial Acts and Regulations, TCSA Policies and adherence to Professional Regulations, Standards and Protocols while following an interdisciplinary model to maintain and enhance the health and wellness of the people of the NWT;
- Collaborates with Managers and any relevant dyadic leadership counterparts of the Tł'chö Region to ensure the safe, effective and efficient coordination of child and family services to clients and families;
- Participates in regular meetings with the NTHSSA to plan programming and models of care delivery;
- Ensures compliance with CFS legislation through conducting manager audits. Travels to the three (3) communities within Tł'chö Region and/or NWT to conduct program audits as required;
- Ensures quality assurance of audit recommendations by developing Action Plans to address concerns and ensure staff compliance;
- Communicates program goals and activities to all required parties; provides direction and guidance to staff involved in programs and services;
- Participates in the recruitment, placement, and orientation of staff, and participates in developing strategies for staff retention;
- Supports the educational needs of all staff via Telehealth, conferences, workshops, distance education programs and clinical practicums;
- Coordinate monthly CFS teleconferences with CFS staff;
- Conducts employee performance evaluations;
- Develops performance improvement plans as required;



- Participates on various committees to help ensure the provision of quality services and coordination of services on local and regional level;
- Is expected to be on regular stand-by on a rotating basis with other Managers/Supervisors for emergency consultation and approval to front line social workers who may need to deal with emergent child protection matters; stand by services aligns with worker safety protocols;
- Provides regularly scheduled Clinical Supervision to the Regional Supervisors.
- Coordinates and monitors the distribution of workload between CFS staff;
- Reviews legal court material including originating notices, notice of motions, affidavits, plan of care reports, and affidavits of services before staff file with legal registries;
- May be required to present child protection matters to presiding Judges; may also be called to testify in child protection matters;
- Supervises preparation of documents and reports required by all child protection regulations, protocols, and practices.
- May be required to relieve Regional Supervisor, Child & Family Services and Supervisor, Family Preservation positions in Behchokǫ and/or Whatì Child & Family Services offices in emergent and overload situations.

### **3. Leads, manages and supervises social services delivery in response to regional and local client/family and community needs.**

- Identifies the need for further treatment and assessment resources and works in collaboration with other service providers to coordinate client referrals to appropriate resources;
- Ensures CFS files and are maintained according to the highest professional standards in compliance with legislative and policy requirements;
- Provides leadership and demonstrates best practice methodology to Community Social Services Workers (CSSW).
- Provides regularly scheduled and professionally competent clinical supervision to direct reporting positions with regards to their CFS case load;
- Participates in case conferences on complex or contentious cases.
- Identifies training needs for foster parents, staff, and other community resources and works in collaboration with the Child & Family Services Division.
- Reviews assessment tools to determine the level of care required by children with special needs and assists with the determination of appropriate foster care rates;
- Reviews social work theories to provide a basis for clear direction in the development of procedures;
- Provides training, orientation, and information to staff, community agencies, and other professions on child protection and role of Community Social Workers (CSWs), in accordance with the applicable Acts, manuals, policies, standards, and practices;



- Posts, negotiates and manages contracts with regional NGO as it relates to CFS portfolio;
- Liaises with the Tł'chö Region Community Leaderships in regards to overall program education in the communities;
- Collaborates with other service providers in the Tł'chö Region to ensure coordinated and seamless service provision;
- Participates on various committees to help ensure the provision of quality services and coordination of services on local and regional levels;
- Ensures that Director of Child & Family Services is up to date with regional CFS caseloads and Foster Care Placement to ensure the quality and safety of the programs;
- Creates and maintains a safe and respectful workplace for employees and patients/clients.
- Ensures workplace health and safety through the daily management of identifying prevention opportunities, ensuring staff are trained in RL6 or other incident reporting systems, investigating potential risk and accidents, and applying timely corrective measures.
- Supports the TCSA in Labour Relations to ensure that harmonious working relationships with the Union of Northern Workers (UNW) and management are maintained;
- Manages the CFS team to ensure alignment with TCSA and GNWT Human Resources (HR) policies and guidelines
- Participates in meetings with the UNW local representatives as the need arises and/or on a regular basis to discuss issues/concerns and work together to resolve same.
- Collaborates with HR to assist staff with accommodation plans and progress;
- Provides effective and timely performance feedback, mentoring and coaching.

**4. Leads and manages effective, efficient, quality service delivery in the areas of Family Preservation and Prevention Programs.**

- Is responsible and accountable for ensuring that prevention and preservation services provided by the TCSA Child & Family Services division meet the needs of client groups in accordance with the appropriate legislation, regulations and policies. This role will also focus on the analysis of problems and development of solutions, focusing on a proactive approach to Child and Family Services.
- Promotes evidence-informed, strengths-based and proactive, culture-based, child and family-centered, trauma- and violence-informed approaches to supporting children, youth, and families.
- Promotes evidence-based models of care and services for family support and prevention services and programs.



- Implements evaluation mechanisms that are inclusive of input from clients and families to determine program delivery effectiveness in meeting goals and objectives and conducts program evaluation and analyzes data.
- Leads on-going and iterative program development activities to ensure that Family Preservation services are culturally safe and evidence-informed.
- Champions inter-professional collaboration amongst Family Preservation Workers, Case Aide Staff, Community Social Services Workers, Community Counselling team, foster families, nursing, medical and allied health professionals and key regional and community stakeholders to achieve optimal client care/service outcomes and effective integration of care.
- Engages in regularly scheduled clinical supervision with the Supervisor, Family Preservation.
- Works with Family Preservation Supervisors and Family Preservation Workers to keep an accurate list of clients accessing the Family Preservation Program; including the services provided.
- Ensures Wrap-Around Services meetings are being conducted between Family Preservation Workers, Community Social Workers and Clients/Families to provide a comprehensive, culturally based case plan.

**5. Workplace Health and Safety: Employees of the Authority are committed to creating and maintaining a safe and respectful workplace for employees and patients/clients. Building a safe and respectful workplace is everyone's responsibility.**

- All employees and contractors have a professional and personal responsibility to perform their duties to health and safety regulations, standards, practices and procedures.
- All stakeholders (management, staff, UNW, and Workers' Safety and Compensation Commission (WSCC)) need to ensure our Workplace Health and Safety Committee works effectively, with a shared purpose of continuous quality improvement in health and safety.
- All Managers play an active role in workplace health and safety through their daily management: identifying prevention opportunities, ensuring staff are trained in RL6 or other incident reporting systems, investigating potential risk and accidents, and applying timely corrective measures.
- A healthy workplace, where employees can prove quality service under safe conditions, is the right thing to do and makes good business sense.

**WORKING CONDITIONS**

**Physical Demands**



Physical demands include accessing homes with stairwells, or other entrances, which may not be easily accessible and lifting and carrying children.

### **Environmental Conditions**

No unusual conditions.

### **Sensory Demands**

Requires the ability to listen, analyze information and observe for verbal and nonverbal communications during interviews with children, families, and staff.

### **Mental Demands**

The incumbent is required to travel regularly on small planes and through seasonal adverse road and weather conditions when traveling to or from the different communities in the Tł'chö Region.

The incumbent provides rotational after-hours Manager on-call duties for the region's child protection workers, and during their rotation may be contacted any time day or night to deal with urgent matters.

The nature of child and family services is often unpredictable, crisis oriented and requiring immediate attention. Client contacts can be difficult; clients can be angry or upset and be difficult to communicate with. The incumbent is occasionally required to work in insecure situations (home visits and call outs) and this position may expose incumbent to emotionally disturbing experiences.

The incumbent interacts with and supports staff that interacts with clients that may present as dangerous and/or unpredictable.

### **KNOWLEDGE, SKILLS AND ABILITIES**

- Knowledge of theories, principles, and practices of professional social work with particular emphasis on assessment techniques, family systems, separation, loss and grieving, the impact of colonization particularly surrounding the residential school legacy, child and youth development and how these affect the placement and the dynamics of child protection;
- Knowledge of and adherence to the Social Worker Professional Code of Ethics;
- Knowledge of the NWT *Child and Family Services Act, Adoptions Act and Aboriginal Custom Adoption Recognition Act*;
- Knowledge in the theory and a strong commitment to the practice of Structured Decision Making as a case management tool in child protection work;
- Knowledge of program management, including budget development, preparation,



and control to ensure financial responsibilities are carried out effectively and efficiently;

- Knowledge of how to design and facilitate a change process and the ability to build and work with groups and teams, planning and implementing change;
- Knowledge and ability to use a variety of intervention and prevention methods, and determine which method is most appropriate at any given time;
- Knowledge / proficiency with word processing programs and spreadsheets; MatrixNT information management system;
- Knowledge of total quality management or continuous quality improvement processes;
- Written and oral communication skills including listening, observing, identifying and reporting;
- Interpersonal skills including effective communication, coaching and motivation;
- Group dynamics and conflict resolution, organizational, analytical, and time management skills;
- Ability to supervise, administer, manage and provide effective and efficient leadership;
- Ability to understand and apply the principles of labour relations and processes;
- Able to interpret and apply detailed and complex legislation, regulations, policies, standards, and procedures related to professional social work practice;
- Ability to make sound clinical decisions, and develop and implement child protection related programming;
- Ability to develop and maintain positive working relationships with individuals, agencies, community leaders, and employees; and to obtain and respond to feedback from these individuals;
- Ability to build solid partnerships and alliances with a variety of people from different backgrounds and personalities;
- Ability to converse, write and comprehend languages that are prevalent in the representative communities, including French and Indigenous languages;
- Ability to be sensitive to the geographical and cultural needs of the people and understand how community and culture impact the delivery of health and social services.
- Ability to effectively lead and motivate both professional and non-professional staff, including those who have accountabilities to other employers or to professional associations.
- Ability to commit to actively upholding and consistently practicing personal diversity, inclusion and cultural awareness, as well as safety and sensitivity approaches in the workplace.



**Typically, the above qualifications would be attained by:**

A Bachelor's Degree in Social Work with 5 years of direct experience as a child and family social worker including 2 years of direct experience managing child and family services (CFS) programs.

Equivalent combinations of education and experience will be considered.

**ADDITIONAL REQUIREMENTS**

**Position Security** (check one)

- No criminal records check required
- Position of Trust – criminal records check required
- Highly sensitive position – requires verification of identity and a criminal records check

**French language** (check one if applicable)

- French required (must identify required level below)  
Level required for this Designated Position is:  
ORAL EXPRESSION AND COMPREHENSION  
Basic (B)  Intermediate (I)  Advanced (A)   
READING COMPREHENSION:  
Basic (B)  Intermediate (I)  Advanced (A)   
WRITING SKILLS:  
Basic (B)  Intermediate (I)  Advanced (A)
- French preferred

**Indigenous language:** Tlicho

- Required
- Preferred