



## IDENTIFICATION

Department	Position Title	
Health and Social Services	Territorial Executive Director, Child and Family Services	
Position Number	Community	Division/Region
49-10799	Yellowknife	Directorate / HQ

## PURPOSE OF THE POSITION

The Territorial Executive Director, Child and Family Services (CFS), [also referred to in this document as the “Statutory Director”] is accountable for providing leadership, strategic direction, policy and program direction, and overarching oversight, including quality assurance, risk management and evaluation, to the CFS system, which encompasses the Department, as well as the CFS operations of all three Health and Social Services Authorities across the NWT. This role ensures that all children served through the CFS system are safe, and appropriately supported and/or cared for, in accordance with CFS legislation, standards, and procedures. The incumbent serves as the legal custodian for children/youth in permanent care, and as the temporary legal custodian for children in temporary care.

The incumbent is responsible for planning and directing the development and implementation of CFS strategic initiatives, system planning, and quality improvement planning, including the establishment of CFS standards, policies, procedures, directives, monitoring of compliance, performance of practice audits and evaluation of program outcomes and effectiveness. The incumbent directs projects and research on best practices to achieve system improvement/reform and participates at national CFS tables as a representative of the NWT. The incumbent provides ultimate direction to all CFS staff and programs delivered by and for the CFS system.

## SCOPE

Reporting directly to the Deputy Minister, Health and Social Services, and from a legislative perspective, to the Minister of Health and Social Services, the Territorial Executive Director, Child and Family Services, holds ultimate authority (conferred through appointment by the Minister of Health and Social Services) and accountability as the “Statutory Director” named in the *Child and Family Services Act* of the NWT, and the *Adoptions Act* of the NWT.



The Statutory Director is ultimately accountable for the effective delivery of the Child and Family Services Program, and the Adoptions Program, under two separate pieces of NWT legislation (the NWT *Child and Family Services Act*, and the NWT *Adoptions Act*). Under the Child and Family Services Program, the Statutory Director is accountable for the care and support of approximately 1,221 children and youth (2021-22 Directors' Report). The incumbent is the permanent custodian of 96 children (2021-22 Directors' Report). Between April 1, 2021 and March 31, 2022, NWT CFS opened 867 investigations with 2,416 unique children/youth interviewed. In 2021-22, 98% of children, youth and families served identified as Indigenous. The Statutory Director is accountable to implement significant and comprehensive improvements within the NWT CFS system, and at all levels of the system, in order to address deficiencies, risks, and to facilitate universal system improvement.

The incumbent leads CFS system innovation and reform consistent with key areas of legislation ensuring that the CFS system improves substantively, to facilitate the protection, safety and wellbeing of children, while providing the maximum support possible to families, especially the implementation of policies, strategies, processes and programming to facilitate service delivery, prevention, early intervention and family reunification (the reunification of children with their guardians/custodians) in order to facilitate the family's ultimate success in meeting the protective needs of children.

The incumbent must manage considerable risks as they lead and direct the CFS system. Risks are associated with, but are not limited to the number of children (and families) served; the geographic area in which children are supported; the proportion of indigenous children; the historical concerns about systemic abuse of these children and their families through systems such as the welfare, residential school and child welfare systems historically; the fragility of system-wide human, financial, foster care, auxiliary supports, and specialized placement resources; the political sensitivity of decision making; and the challenge of balancing the need for protecting children with the need to support families and communities. There are significant risks for errors, and both non-culpable and culpable actions by staff in the management of child protection cases, and ultimately resulting in the potential for child harm. There is a history of significant litigation in child and family services cases nationally and internationally, with some cases within the NWT.

The Statutory Director is accountable for overall system quality assurance, quality improvement and risk management. The Statutory Director has oversight and responsibility for project management; social epidemiology as it pertains to CFS; research in best practices; the establishment and maintenance of system standards, procedures, policies, directives; tools monitoring and evaluation; specialized territorial placement processes and resources; adoptions processes; foster care development; formalized system audits; technology solutions and information system business requirements and management; the development and implementation of a strategic plan for the CFS system; the establishment of a training



framework and training on legislation and standards; the implementation of a records and information management strategic plan; the formal leadership and management of the territorial adoptions program; and an overarching framework of quality improvement, quality assurance and risk management.

The Statutory Director determines the appointment of powers and decision making responsibilities to the various roles within the system, under the parameters of legislation. In support of this approach, the Statutory Director has established an Accountability Framework, and appointed statutory Deputy Directors and Assistant Directors in the NTHSSA, HRHSSA and TCSA to facilitate clinical decision making and practice support on the ground and as close as possible to the frontline. The Statutory Director has delegated Managers/Supervisor positions as well as Child Protection Worker positions in these HSSAs with an array of clinical and administrative powers, to ensure timely and effective support to children, youth, families and young adults.

The Statutory Director works together with delegated Authorities of the NTHSSA, TCSA and HRHSSA for the delivery of services and practice that ensures the effective delivery of child and family services across the NWT.

In order to establish a healthy, well-functioning CFS system that is forward thinking and rooted in best practice, the Statutory Director, and the Department as a whole, in partnership with the three HSSAs, are working together to redesign the system to support team work, shared decision making, and a top-down, bottom-up system structure that ensures that the frontline is able to inform and shape management decision making and quality improvement within the system. In terms of overall direction, processes will be put into place to facilitate the broader, meaningful involvement of external stakeholders, especially indigenous communities, and indigenous leadership, but also importantly, the clients themselves, to help improve system outcomes and client experience.

Indigenous communities in the NWT are at various stages of pursuing self-government and/or enacting their respective Child and Family Services Legislations - the Federal Government is committed to supporting these initiatives. The Statutory Director must work with key provincial and territorial stakeholders to address Federal efforts to support indigenous self-government across Canada with a view to achieving sustainable projects and initiatives that meet the objectives of indigenous governments, while ensuring appropriate safety and wellbeing to children, youth and families. The incumbent must work closely with Indigenous organizations/governments, and the Executive, Indigenous Affairs (EIA) Department to facilitate appropriate awareness, education and support for Indigenous organizations in their unique journeys toward obtaining a greater voice in decision making with respect to indigenous children and youth, up to and including a self-government agreement, as it pertains to the delivery of child and family services, or portions of this



program area in indigenous communities.

The incumbent and/or their designated staff must participate in Federal/Provincial tables and meetings alongside their counterparts representing territorial and provincial jurisdictions on Child Welfare to ensure consideration of best practices in policy, effective inter-jurisdictional communication and relationships, and the identification and implementation of cooperative agreements and strategic initiatives. The incumbent and their staff also play a significant leadership role in pan-territorial and National level data initiatives in keeping with the principles of Indigenous data sovereignty when required. .

The incumbent is also Statutory Director of Adoptions for the NWT, and is accountable to lead and ensure the effective management of the adoption program for all children, adoptive families and other stakeholders. The incumbent must also ensure a robust, effective, and safe foster care system is in place and functioning well for the support of children and youth.

The budget for the CFS system, including the Department, and the Authorities, is \$49.3 million, including Departmental funding and funding for the three HSSAs. There is currently 168 CFS staff across the system, and of this number, 98 CFS staff with child and family services appointments as Deputy Directors, Assistant Directors, Child Protection Workers and Authorized Persons.

## **DIMENSIONS**

- Reporting Positions (3 direct, and 15 indirect)
- Compensation & Benefits (\$2,96,000)
- Operations & Maintenance (\$10,196,000)
- Total Divisional Budget (\$12,492,000)
- CFS System Budget (\$49.3 million)
- Statutory positions reporting (98)

## **RESPONSIBILITIES**

1. Uphold and consistently practicing personal diversity, inclusion, and cultural awareness, as well as safety and sensitivity approaches in the workplace. Practice and ensure that any subordinate management and supervisory roles also prioritize staff mentorship and on-the-job training, including staff development in annual general objectives.
2. Establishes key strategic priorities, and designs and ensures the effective implementation of the system for ensuring the safety, health and wellbeing of all NWT children, youth, young adults, and families served under the Child and Family Services and Adoption Acts



of the NWT, and wherever possible and to the greatest extent, the engagement of families, extended families, and communities as the primary mainstays of support.

3. Collaborates with key stakeholders to identify the outputs, outcomes, and performance indicators necessary to demonstrate whether or not the system is meeting its objectives, and the principles upon which the *Child and Family Services Act* and *Adoptions Act* of the NWT have been based.
4. Ensures appropriate consultation and collaboration with all key stakeholders in the design, and development of the system plan; provides opportunity for feedback and enhancement of the system plan through political and public communication processes.
5. Develops a reporting structure and communication processes to ensure transparent, clear reporting to all stakeholders, relevant government committees and to the public, including an Annual Report to the Minister of Health and Social Services for review and approval, and the presentation of this report to the Legislative Assembly of the NWT.
6. Appoints all of the key statutory functions (Deputy Director, Assistant Director, Manager/Supervisor, Child Protection Worker, Authorized Person, and Adoption statutory functions) required in order to provide support and effect proper decision making for children, youth, young adults and families, and ensures the appropriate training and support of all system roles, and that all appointed staff are meeting the requirements of legislation, standards, and policy in CFS and Adoptions.
7. Maintains responsibility for ensuring that all of the resources necessary to deliver quality support and care to children, youth, young adults, and families are established, properly supported, trained, and that they are able to demonstrate the appropriate range of knowledge, skills, and experience to deliver effective services; ensures an ongoing assessment of resources (including but not limited to financial and human resources) needed to effectively deliver child and family services.
8. Ensures that the CFS system is supported with a quality based policy framework that supports safety and best practices in CFS, and leads or aligns with national and international best practices in CFS; ensures the required Standards, procedures, policies, directives, tools and other related processes are developed and operationalized.
9. Provides recommendations to the Minister of HSS and the Deputy Minister of HSS on gaps that should be addressed in the legislation and/or regulations to support appropriate or best practices; ensures the fulfillment of all statutory requirements, as defined by legislation and regulations, and consults with Director's Counsel and GNWT Justice as required to examine and address deficiencies and gaps.



- 10.**Ensures appropriate reporting processes on significant incidents and risk management issues, including legal counsel and GNWT Risk Management; ensures that the system appropriately reports on significant incidents, that significant incidents are addressed and gaps are addressed as part of risk mitigation. .
- 11.**Maintains responsibility for establishing strategic partnerships with provincial and territorial stakeholders that result in positive outcomes for NWT clients and/or result in improvements in the CFS system, at both strategic policy and operational levels. Communicates, in consultation with the Minister of HSS, and the Deputy Minister, HSS, as well as the Department of the Executive and Indigenous Affairs, with Indigenous Organizations on CFS concerns, self-government initiatives related to CFS, and other community initiatives designed to improve communication, and community involvement with the CFS system to support children, youth, young adults and families.
- 12.**Maintains responsibility for supporting the Department and EIA in the negotiation of self-government agreements and related initiatives on CFS, including adoptions; supports inter-governmental communications in the NWT and reporting to Committees of the Government and the Legislative Assembly.
- 13.**Maintains responsibility for establishing culturally respectful and safe, supportive structures and processes so that all children, youth, young adults, and families served by the system are receiving the required support in order to be safe and maintain wellness, and that all system stakeholders and service providers demonstrate excellence in supporting their clients; designs, implements, monitors and evaluates a work plan specific to the establishment of a culturally respectful and safe CFS system, in partnership with internal and external stakeholders.
- 14.**In consultation with the Minister, Deputy Minister, HSS and EIA, communicates with Indigenous governments, organizations, and elders, ensuring appropriate relationships and collaboration on areas important to CFS and indigenous governments and organizations.

## **WORKING CONDITIONS**

### **Physical Demands**

No unusual demands.

### **Environmental Conditions**

No unusual conditions.



### **Sensory Demands**

The incumbent will be involved in lengthy conversations and face-to-face meetings that require attentive active listening to judge meaning, comprehension and intention; they must carefully observe the speaker's non-verbal communication to judge emotional state, acceptance and understanding.

### **Mental Demands**

The incumbent works with short deadlines to meet large volumes of correspondence, and to make numerous decisions on a daily basis. They will be required to travel frequently to communities in the NWT and meetings in the provinces, at least once a month for 2-4 days per occurrence. The incumbent will need to manage a large portfolio and conflicting priorities to appropriately address workload demands.

Incidents of harm and self-harm of children and youth, as well as their family members will be regularly reported to the incumbent, and the incumbent will often be expected to make significant, life changing decision for children, youth and families. The incumbent will also experience, and be expected to resolve, ongoing conflicts with service providers, provincial authorities, CFS case managers, and other systems such as Education, Justice, etc., in the work to support children, youth and families. The incumbent will manage conflicts at a number of different levels, and with multiple complex cases that they must coordinate placement services for.

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

- Expert knowledge of the relevant law, legislation, standards, procedures, and policies specific to CFS and Adoptions
- Legal requirements in CFS and adoptions and an ability to communicate and interact with counsel on the nuances of legal requirements
- CFS practice, foster care, adoptions
- *Access to Information and Protection of Privacy (ATIPP) Act*, and information sharing, data sharing, confidentiality and privacy requirements
- Government protocols, cabinet and other related political processes
- QI/QA processes and risk management processes
- Human Resources processes
- Information technology, information systems, information management
- Business planning and financial reporting processes, budgeting, forecasting, allocation
- NWT communities, Indigenous governments, cultural considerations, NWT environment
- Clinical knowledge of mental health, addictions, family violence, sexual abuse, physical abuse, neglect, developmental issues



- Statistics, statistical reporting, methodologies
- Organizational skills, multi-tasking
- High level reading, oral and writing skills
- Wide range of negotiation skills, from managing conflicts with individuals, groups, including indigenous organizations, inter-jurisdictional committees, etc.
- Assessment skills related to CFS issues, operations, practice
- People management
- Conflict management/resolution
- Self-care
- Planning
- Leadership skills including change management, engagement of others; engagement of others
- Strategy development
- Monitoring and evaluation
- Systems (IT, technology)
- Project management
- Policy development/writing
- Ability to implement complex systems and processes for QI, QA, risk management
- Accountability
- Ability to write clear, engaging and succinct policies, directives, briefing notes
- 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:**

Master's Degree in Social Work [management stream] or a related discipline; with 8 years of progressive experience in Child and Family Services Delivery, including a minimum of 3 years in CFS management, or CFS senior management.

Equivalent combinations of education and experience will be considered.

**ADDITIONAL REQUIREMENTS**

**Position Security**

- 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:** Select Language

- Required  
 Preferred