



IDENTIFICATION

| Department | Position Title | |
|----------------------------|---------------------------|--------------------------------|
| Health and Social Services | Manager, Program Services | |
| Position Number | Community | Division/Region |
| 49-4987 | Yellowknife | Child and Family Services / HQ |

PURPOSE OF THE POSITION

The Manager, Program Services is responsible and accountable for the development, oversight, and sustainability of critical territorial programs in the Northwest Territories Child and Family Services system, delivered under the authority of the Territorial Executive Director, Child and Family Services (also referred to as the “Statutory Director” [CFS/Adoptions]).

SCOPE

Located in Yellowknife, the Manager, Program Services (Manager) reports to the Territorial Executive Director, Child and Family Services (CFS), and works closely with the Division of Policy, Legislations and Intergovernmental Relations as well as community partners to ensure the alignment of programs and initiatives meet the Division’s mandate. This includes but is not limited to system-wide training and development; out of territory specialized services for children, youth, and families; compliance to Government of the Northwest Territories (GNWT) Administrative and operational Records Classification systems and oversight to the Digital Integrated Information Management System (DIIMS); record management processes, such as, *Access to Information and the Protection of Privacy (ATIPP) Act*, matters and files and information requests; management of new and historical child welfare records as well as adoption records; and initiatives, including legislative amendment processes and implementation of various third party agreement. The Manager directly supervises Curriculum and Training Specialist, Inter-Provincial/ Territorial Specialist, Records Coordinator, and Records Administrator positions.

The CFS system is inclusive of the Department of Health and Social Services (DHSS) and the Health and Social Services Authorities, which are under the authority of the Territorial Executive Director of Child and Family Services, also referred to as the “Statutory Director” of both CFS and Adoptions. The CFS system provides care and support to children, youth, and



families across the NWT through programs and services legislated by the NWT *Child and Family Services Act*, NWT *Adoptions Act* and the *Federal Act respecting First Nations, Inuit and Métis children, youth and families*. Under the *Child and Family Services Act*, the Statutory Director is accountable for the care and support of approximately 1,221 children and youth (2021-22 Directors' Report); and is the permanent custodian of 96 children/youth.

The Manager is appointed as the Deputy Director of CFS and the Adoption Registrar, under the Statutory Director of CFS and Adoptions, where they hold critical decision-making powers that directly impact the wellbeing of children and youth. The incumbent works closely with the Northwest Territories Health and Social Services Authorities (NTHSSA) Deputy Director Practice in their support of clinical decision making and practice support through guidance on the interpretation of the standards and legislation. In the Statutory Director's absence, this position provides working and after-hours coverage as Deputy Director, responding to crisis situations occurring in the CFS system. Deputy Director Department, at the pleasure of the Statutory Director, can exercise all powers of the Statutory Director, except for the appointment of Deputy Directors and/or any specific Ministerial appointments.

The Manager has a direct impact on the success and effectiveness of the CFS Division, DHSS, and the health and social services authorities, and will use a collaborative and integrated approach, requiring consultation, ability to inspire, influence and persuade others, and clear communication with stakeholders who may have conflicting interests and perspectives. This collaboration is required in decision making and problem-solving across the DHSS Authorities. In addition, the incumbent will need to interact with community leaders, Indigenous governments and with non-government organizations.

The overrepresentation of Indigenous children and youth in the CFS system across the NWT compels us to take a different approach to service delivery. The incumbent plays an integral role in transforming the CFS and Adoption systems through active participation in legislative amendment (required every 5 years) and co-leading implementation tables with service delivery agreements with Indigenous governments to ensure the safety and wellbeing of children/youth and maintaining family unity and connections to community and culture.

There is a strong focus on facilitating service delivery in both protection and prevention matters, and agreements with community stakeholders to facilitate improvements and success in the CFS system. To facilitate this work, the Manager participates in Federal/Provincial tables on Child Welfare to ensure consideration of best practices, effective inter-jurisdictional communication and relationships, and the implementation of initiatives and coordination agreements with Indigenous governments are key subjects of discussion. In addition, the Manager will facilitate working groups and committees, comprised of all staff within the CFS system as well as community stakeholders.



The Manager provides oversight to the out-of-territory specialized service resources for children, youth, young adults, and families. The incumbent is responsible to support the enhancement of specialized service resource options for children and youth. Currently most specialized service resource options are located outside of the NWT, therefore in conjunction with unit staff, the manager will assess the viability of specialized service options for the NWT. In so doing, the incumbent will work with the Statutory Director to propose the reallocation of funding. The budget for specialized service resources is currently approximately \$8M. The incumbent will manage the budget on behalf of the Statutory Director.

Working collaboratively with the NTHSSA, the Manager will ensure that staff are provided with the mandatory statutory training and ongoing professional development opportunities to effectively carry out their duties under the legislative frameworks for the CFS and Adoptions systems. The Manager is responsible for developing, implementing, evaluating and ongoing enhancements training pathways for all levels of the system (senior management to frontline staff) and associated curriculums in conjunction with the NTHSSA, Tłıchǫ Community Services Agency (TCSA) and Hay River Health and Social Services Agency (HRHSSA). Training initiatives will have a focus on helping employees to improve specific skills (such as forensic interviewing with children and youth), and/or refresh their knowledge, improve performance, and increase retention.

The Manager leads the work of the Records Coordinator and Records Administrators to ensure the integrity of the management of the CFS Records under the *Child and Family Services Act*, and the *Adoptions Act*. This involves assessing and monitoring operations and services provided by staff while ensuring legislation is adhered to with respect to client information, processes, and policies, and ensuring privacy and confidentiality are maintained.

The incumbent is responsible for complex finance management of services, such as contract development and monitoring; administration of contribution agreements; forecasting costs; close monitor variance reports, and monitoring of budgets allocated to the various programs and services. The Manager is also required to carefully monitor expenditures and proposed costs associated with each child, youth or families accessing contracted out of territories specialized services. It is important that this position balances spending with system needs to support better outcomes for children, youth, and families.

One significant challenge faced by governments is that mainstream organizations, like health and social services, cannot be separated from the legacy of colonialism and anti-Indigenous racism in Canada. In health and social services (HSS) settings, present day anti-Indigenous racism or systemic racism, impacts access to services, quality of care and health outcomes for Indigenous peoples. This also results in a system that inherently privileges the ideas, needs and norms of the dominant white settler population, including the privileging of western knowledge over Indigenous approaches and ways of knowing.



The HSS system is committed to addressing anti-Indigenous racism and promoting cultural safety and anti-racism. DHSS staff are expected to honour and promote a culturally safe and anti-racist environment and to interact with clients, families, community members, partners, and colleagues in a relationship-based approach. This involves being tactful, respectful, self-aware, and humble in order to develop and maintain ongoing and trusting relationships.

RESPONSIBILITIES

1. Provide the oversight and management to contractual services, including budgets, provided by partners and stakeholders to effectively administer services and programs to the CFS system.

- Implement RFPs for legal services and Out-of-Territory Specialized Services.
- Ensure the monitoring, reconciling, and processing of invoices.
- Negotiate and update agreements and contracts on behalf of the Statutory Director.
- Monitor expenditures and complete contract change orders where appropriate.
- Calculate accruals for fiscal year end.
- Complete monthly variance reports.
- Manage contribution agreement(s) to deliver support and services for foster resources and adoptive parents.
- Manage contractual services provided by legal counsel on behalf of the Statutory Director.
- Provide recommendations to the Statutory Director for improving legislation and regulations.
- Manage contracts related to training and professional development initiatives.
- Manage out of territory resource contracts for services and supports.

2. Manage the out of territory specialized service resources program and the implementation of inter-provincial/territorial communication and coordination.

- Manage a budget approximating \$8M to provide specialized resource support for children, youth and their families requiring therapeutic specialized services that cannot be met in the NWT.
- Provide leadership, direction, and support to the divisional staff in the oversight of NWT specialized services for out-of-territory (OOT) services.
- Participate in the Request for Proposal and procurement processes to evaluate and secure therapeutic specialized services inside and outside of the NWT.
- Ensure and audit existing OOT providers are meeting contract requirements, system requirements and that policies and procedures are in place to guide service delivery to NWT children in care.
- Monitor the implementation of interprovincial placement agreements to ensure that all children placed outside of the NWT and all children placed from other jurisdictions in the NWT have appropriate inter-provincial agreements, assigned courtesy supervision



workers, and that the requirements of these agreements are being fulfilled by all parties.

- Ensure appropriate quality assurance and risk management processes are in place to support the care of children, youth, or adults placed in foster resources or with families, who reside, or temporarily reside in other provinces.
- Inform the expansion of NWT specialized placement resources and capacity building, to decrease the NWT's reliance on OOT resources and develop resources closer to families.
- Review options for enhancing the delivery of specialized placement options in the NWT and implement RFPs and RFQs to determine local interest in areas such as therapeutic foster care, family treatment, and other related areas.
- Recommend the development of new specialized placement resources in the NWT, for approval by the Statutory Director, and the Deputy Minister, HSS.
- Assist the development of submissions to cabinet to enhance in-territory services.
- Approve payment to out-of-territory and in-territory providers for the care and support of children, youth, young adults, and the treatment of families.
- Monitor to ensure that specialized placements are being appropriately used to support children, youth, young adults, and families.
- Identify issues and gaps and address concerns with HSSAs to ensure that children, youth, and young adults are not maintained in OOT placements longer than is necessary, and that parents and families are effectively supported by the CFS system to do the necessary preparatory work to be reunified with children in a timely manner.
- Consult with the NTHSSA practice specialists, senior and middle management, and the frontline to ensure that OOT resources and the territorial placement program are meeting the needs of the CFS system, that new specialized placement options are developed and that they are meeting the needs of children, youth, young adults, and families.
- Develop evaluation processes that enable client and stakeholder feedback on the effectiveness of placements and support; and use feedback to enhance services and performance monitoring of contracted providers.
- Ensure effective communication and coordination of the inter-provincial desk to process inter-provincial alerts, and information requests.

3. Oversee the management of all CFS and Adoption program records by following legislative requirements and GNWT records retention schedules.

- Develop a plan, in collaboration with the Records Coordinator and Departmental ATTIP Coordinator, for the effective management of CFS program records for the CFS system, and to improve the quality, safety and integrity of the records program.
- Ascertain in collaboration with the Records Coordinator to maintain a database (i.e. DIIMs) for CFS records.



- Ensure the appropriate file management of all CFS records, both Administrative, Operational, and public facing.
- Ensure the appropriate storage and retrieval systems on behalf of the CFS and Adoptions are being met.
- Ensure records management processes, including the redaction and processing of files and information requests, meet GNWT privacy and confidentiality requirements and legislations.
- Ensure that the records team are responsive to information requests.
- Work with the Health and Social Services Chief Privacy Commissioner and Departmental ATIPP Coordinator to manage the creation, use, retention, and disposition of records.

4. Ensure effective, efficient, integrated and quality of curriculum development and training for the CFS system, including the development, delivery, and monitoring of training to the Department and the HSSAs.

- Research best practices in the provision of training to the CFS system staff, giving due consideration to the unique trends and environment of the NWT.
- Enhance training to foster care resources to ensure that they are equipped to support children, youth, and young persons and that they understand appropriate roles and responsibilities within CFS.
- Work with HSSAs to address challenges in the implementation of training, and in the management of effective relationships with system stakeholders.
- In partnership with the HSSAs, ensure training and education is implemented with staff on standards and procedures for CFS and Adoptions.
- Evaluate CFS training, including strengths, needs, deficiencies and opportunities.
- Ensure the design of a curriculum that meets the CFS system needs and monitors and evaluates to ensure that the curriculum is up to date and relevant on an ongoing basis.
- Work collaboratively with the NTHSSA to implement training for the system staff.
- Ensure thorough consultation with significant stakeholders that can add value to the quality of training, including but not limited to foster care resources, clients, and Indigenous governments and organizations.
- Monitor and evaluate stakeholder experience to continually improve and add to the quality of training.
- Ensure that staff is effectively trained on system policies.
- Monitor and evaluate the development and implementation of adoptions training for adoption workers in the regions.
- Monitor and evaluate the development and implementation of foster care training for prospective foster care resources to ensure they understand the foster care processes, and requirements in caring for children, and youth.
- Work to support curriculum development and training implementation are culturally safe and anti-racist for staff, children, youth, and families.



5. Lead mission-critical projects to transform the child and family services system that result in positive outcomes for NWT children, youth, and families.

- Aligned with the CFS strategic direction, lead initiatives, and establish work plans to advance and transform CFS and Adoption program that includes timelines, and indicators of success.
- Motivate, inspire, and challenge team members to perform at peak efficiency.
- Ensure that communications flow effectively within project teams, across division units and to senior management.
- Establish and maintain strategic partnerships with provincial/territorial stakeholders and/or improvements in the CFS system.
- Support and/or facilitate the implementation of agreements across governments, may include coordination agreements with Indigenous Governing Bodies under the *Federal Act respecting First Nations, Inuit, Métis, children, youth, and families*.
- Actively participate in legislative and program reviews related to CFS.
- Participate in cross-system, -departmental and -jurisdictional forums/committees to enhance practice, performance, and transformation of CFS.
- Prepare Ministerial responses as well as briefing and issues notes and contribute to cabinet submissions. Work collaboratively on system action plans, CFS strategic direction, and initiatives to support the divisions mission and goals of system transformation.

6. Serve as the appointed Deputy Director Department under the *CFS Act*.

- Provide Deputy Director coverage in the absence of the Statutory Director, during working hours and on-call.
- Alert the Statutory Director and their legal counsel to any significant incidents requiring their advice and/or attention.
- Provide timely directions and support for complex child protection and adoption cases, significant incidents to ensure potential harm can be addressed and mitigated.
- Review and approve requests as Deputy Director Department to support the NTHSSA's Deputy Directors Practice, TCSA and HRHSSA Assistant Directors as well as frontline appointed workers, as applicable.

WORKING CONDITIONS

Physical Demands

No unusual demands.

Environmental Conditions

No unusual conditions.



Sensory Demands

No unusual demands.

Mental Demands

Due to the nature of child and family services, the incumbent is frequently exposed to emotionally disturbing cases.

The incumbent will be exposed to significant incidents, including incidents of trauma and death, occurring with children, youth and families associated with the CFS system.

KNOWLEDGE, SKILLS AND ABILITIES

- Knowledge of and/or the ability to acquire and apply knowledge of the relevant law, legislation, standards, procedures, and policies specific to CFS and Adoptions.
- Knowledge of the *Public Guardian Act*, and *Mental Health Act*.
- Knowledge of and/or the ability to acquire and apply knowledge of legal requirements in CFS and Adoptions and an ability to communicate and interact with counsel on the nuances of legal requirements.
- Clinical knowledge of specialized care, adoptions, foster care, family preservation, mental health, addictions, family violence, sexual abuse, physical abuse, neglect, and developmental issues.
- Knowledge and skills relating to CFS practices in prevention and protection services, including foster care, and adoptions.
- Knowledge of and/or the ability to acquire and apply knowledge relating to Access to Information and Protection of Privacy Act (ATIPP), information sharing, and data sharing, including confidentiality and privacy legislation and requirements.
- Knowledge of and/or the ability to acquire and apply knowledge relating to Government protocols, cabinet, and other related political processes.
- Knowledge and skills in quality assurance, quality improvement and risk management processes.
- Knowledge and skills relating to planning, strategy development, monitoring and evaluation, project management, policy development / writing, program design and development, and Systems (IT, technology).
- Ability to acquire and apply knowledge of human resources processes, information technology, information systems, information management and labour relations.
- Ability to acquire and apply skills relating to financial management and budgeting, business planning and financial reporting processes, budgeting, forecasting, and allocation.
- Skilled in training methods and techniques.
- Skills and abilities relating to strategy development, project management, program design and development.



- Organizational and planning skills.
- Communication skills and the ability to write clear, engaging, and succinct policies, directives, briefing notes.
- Wide range of negotiation skills, from managing conflicts with individuals, groups, including indigenous organizations, inter-jurisdictional committees, contract development, etc.
- Assessment skills related to CFS practice and operations.
- Leadership skills and abilities including conflict management/resolution, employee motivation, decision-making, critical thinking, emotional intelligence and change management.
- Ability to acquire knowledge of NWT communities, Indigenous governments, cultural considerations, NWT environment.
- 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 or a related discipline and five (5) years of relevant experience in child and family services that also includes one (1) year of supervisory or team lead experience.

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