



# Executive Director Children and Family Services

Job Description

## CLASSIFICATION JOB INFORMATION

SAP Job ID:	90000702
Position/Classification Title:	Executive Director Children and Family Services
Pay Grade:	EC 16
Add-On Eligibility:	False
Standardized:	No
Inactive	No
Date Last Evaluated:	3/27/2014

## JOB INFORMATION

Job/Working Title:	Executive Director Children and Family Services
Department:	Community Services
Division/Section:	Children and Family Services
Reports To (Position Title):	
Exclusion Status:	Excluded

## OVERALL PURPOSE

The Department of Community Services 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.

Reporting to the Associate Deputy Minister, the Executive Director, Children and Family Services is accountable for corporate leadership and authoritative expertise in the development and implementation of innovative and transformative strategies, policies and programs that promote and support the independence, self-reliance, and protection of children and families across the province. The Executive Director leads a senior team of professionals and subject matter experts to ensure that supports to children and families are delivered in manner that is effective, efficient, integrated, and sustainable. The Executive Director has a broad scope of accountability and authority, and ensures that the risks to children (child protection, adoption, foster care, residential), youth, and families are minimized, while delivering the most state of the art and innovative programs to these vulnerable client groups.

## KEY RESPONSIBILITIES

The Executive Director provides strategic leadership and innovative expertise as the departmental and government focal point and authority responsible for managing the strategic development and administration of the Department's programs and services for children and families. The incumbent champions the development and implementation of innovative and strategic frameworks, policies and initiatives that reflect and support the Government's strategy, policies and priorities regarding youth, children and family services. These high risk programs span the areas of child protection, adoption, foster care, residential services, family, and youth services. The Executive Director champions the evolution of government's thinking and philosophy with respect to its role and purpose in children and family services, and champions the development centre of excellence/expertise through the introduction of new and innovative techniques, tools, products, services systems and technologies. The incumbent facilitates and inspires a transition that moves the department and government beyond the role of program operator/administrator to a more senior executive innovative perspective that brings about greater positive change and more sustainable societal impact on a province-wide scale.

The Executive Director champions, directs and leads significant transformation initiatives to reshape programs and services in anticipation of changing requirements in society and within the Province. S/he serves as a catalyst and executive leader in advocating the adoption of evidence-based, outcome-oriented approaches that further the development of sustainable social service programs. The incumbent inspires and champions innovation and encourages a continuous improvement mindset amongst professional service providers who design, develop, manage and administer programs and services. Identifies and executes upon opportunities to improve process efficiency and client service outcomes by collaborating and innovating with internal and external service providers and stakeholders.

The Executive Director is the designated program and statutory authority for relevant legislation and regulations,

including (and not limited to) the Adoption Information Act, the Children and Family Services Act, the Social Worker's Act, and the Youth Secretariat Act. The incumbent is the focal point and foremost authority on the development of sustainable, integrated, research-based, outcome-focussed programming for children and families. The Executive Director provides expert advice and support to the Minister, Deputy Minister, Associate Deputy Minister(s), and a variety of other senior government officials on matters pertaining to children and family programs and services. The incumbent acts as a catalyst, change agent and leader in influencing the development and direction of government-wide policy in these high profile, high risk, and critical programs. The Executive Director promotes innovation and inspires and directs a continuous improvement mindset amongst those who design, develop, manage and administer programs and services for children and families.

The Executive Director is accountable for effective stakeholder relationships at the strategic and executive levels in the sector, across and beyond the province. The incumbent regularly interacts, at the executive level, with advocacy and volunteer groups, community agencies, associations and non-government organizations (NGOs). S/he mobilizes support for broadly collaborative and integrative approaches to the development of government policy, programs, and services. The Executive Director builds inter-departmental, inter-jurisdictional and inter-sectoral networks and partnerships that advance the objectives of children and family programs and services. S/he directs and/or leads major horizontal and cross-cutting initiatives designed to reform and improve the scope, quality and nature of programs and services for children and families. For example, serves as Chair of the interdepartmental committee of senior officials charged with responsibility for improving services to children, youth, and families through greater collaboration between four key government departments: Health and Wellness, Education, Community Services, and Justice.

The Executive Director provides leadership to enhance and extend professional capability and capacity within the sector across the province by encouraging research and by promoting the development of knowledge networks and the sharing of best practices across sectoral boundaries. Builds networks amongst stakeholder organizations in order to increase collaborative interaction across the system. Leverages the Department's strategic and leadership position to promote research and evidence based approaches and to mobilize collective efforts to improve the quality and effectiveness of services and programming. Leads, oversees and directs the work of teams engaged in the development, implementation, administration and evaluation of policy programs and services for children and families.

The Executive leads a team of professionals and subject matter experts to explore creative and innovative approaches and options for child protection, adoption, foster care, residential care and families. The incumbent champions the development, implementation and monitoring of policies, standards, procedures, performance criteria, quality assurance systems\* return on investment methodologies, and various other analytical techniques and measures consistent with concepts of modern integrated risk management, and best practices in child protection, adoption, foster care, residential care, youth, and families. The incumbent provides strategic leadership and functional guidance to staff and directs, guides, and mentors senior staff. The Incumbent develops and inspires a culture that promotes creativity, innovation and insight, establishes a workplace climate that supports collaboration, encourages diversity and renewal, motivates subordinates towards achievement, and reflects the principles and values of the Department and the Government. The Executive Director ensures the effective management of human and financial resources by setting and evaluating staff performance targets, promoting diversity and a healthy workplace, demonstrating the leadership competencies, respecting corporate human resources practices, promoting teamwork and individual development. The Executive Director maintains internal communication, monitors revenues and expenditures, adheres to procurement guidelines, acquires and services in the most cost effective manner, and accurately forecasts budget requirements for the fiscal year and beyond. The Executive Director participates as an active member of the Department's senior leadership team(s) in setting strategic plans, priorities and objectives for the Department. The incumbent provides high quality advice and to the Minister, Deputy Minister, and Associate Deputy Minister(s) and contributes the effective overall management and administration of the Department, manages financial and material resources and knowledge and information assets in a manner that is prudent, responsible and sound, and that with the policies, requirements\* and controls of the Department and the Government.

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>The incumbent clearly and collaboratively with senior executives colleagues within Community Services to establish priorities, direction, strategies and plans the Department as a whole. Subsequently, the incumbent regularly interacts with executive colleagues to coordinate work that requires cross-divisional integration and cooperation.</p> <p>Close and frequent interaction is required with senior executive colleagues in other departments having an interest in policies and programs pertaining to children and families; departments such as Health and Wellness, Education, and Justice. The incumbent represents and negotiates the interests of Community Services in interactions with these other departments with authority to reconcile differences and to commit the Department to particular courses of action. Such</p>
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	<p>interactions can be formal and strategic (e.g., Interdepartmental Committee – Child and Youth Strategy) or informal and operational in nature. Contacts are also maintained with associates, counterparts and stakeholders in the broader social services sector. This would include interactions at the level of President, Vice-President, Executive Director and Deans in organizations such as Children's Aid Societies, Nova Scotia Association of Social Workers, residential facilities, Dalhousie School of Social Work, other jurisdictions across Canada, and like organizations. These interactions range in nature from informal, collegial and collaborative to formal and adversarial depending on the issue at hand.</p> <p>Interactions with sectoral stakeholders also occur from a regulatory, compliance, and quality control perspective to ensure adherence to standards, agreements, protocols and contractual commitments.</p>
<b>Innovation:</b>	<p>The Executive Director develops and implements innovative strategies and approaches designed to increase the overall effectiveness and efficiency of government's programs and services for children and families. The challenge is to create a more adaptive, resilient and responsible system; one that is less focussed on uniformity, standardized processes, rules, and silos and more focussed on outcomes and individually-tailored, citizen-centred, preventive services achieved more seamlessly through collaborative, integrative behaviours on the part of service providers. Notwithstanding this, the Executive Director must strike the right balance between innovation and uniformity. Standardized processes are required to ensure a consistent approach to risk management so that children are protected from abuse and neglect regardless of where they live and to ensure that referrals are treated in a consistent way across the province — an attribute that is important to the courts.</p> <p>Achieving substantively different results requires a fresh vision, a profound shift in thinking, and a changed community services paradigm. Implementing fundamental change requires significant innovative and conceptual leadership that can enable staff and stakeholders to completely redefine their expectations and appreciation of what services ought to be offered and how they ought to be delivered. The incumbent is expected to innovate, educate and take the lead in introducing new concepts, philosophies and perspectives as well as in implementing new service delivery and operating models. An example would be introduction of the Restorative Practices Model which supports a transition from prescriptive service delivery structures to ones that emphasize a more integrated, enabling and holistic approach.</p>
<b>Decision Making:</b>	<p>The Executive Director is the designated program and statutory authority for relevant legislation and regulations, including (and not limited to) the Adoption Information Act, the Children and Family Services Act, the Social Worker's Act, and the Youth Secretariat Act. Decisions are also made within the context of the Department's strategic and business plans; and within the context of professional practice and best practices in the social services sector. At this level, problems are usually highly complex and strategic and systemic in nature with far reaching and possibly precedent-setting implications at the policy and program level. The incumbent provides policy, legislative and regulatory advice to the most senior levels of government and exerts significant influence on government's plans and priorities in this area.</p> <p>The Executive Director defers to the Associate Deputy Minister for decisions about significant budget impacts, increase in staffing, and significant policy and organizational direction changes.</p>
<b>Impact of Results:</b>	<p>The success or failure of the Executive Director can result in the loss of life or enjoyment for these very vulnerable clients and client groups, and can have a province-wide reputational impact on public trust and confidence. In addition, success or failure can have a material financial impact that can be measured in millions of dollars in the short term (annually) and in hundreds of millions of dollars over the longer term.</p> <p>Impacts achieved by this position are program and province-wide in nature and need to be measured over a longer term horizon to be clearly appreciated and understood. The incumbent has a significant impact on public confidence in the province's child welfare system, child care system, family violence response and the ability of the province to mitigate systemic risk for children, youth and families at risk.</p> <p>The scope for positive impact is extremely broad; offering the opportunity to develop and implement a system that enables and supports the independence, self-reliance, and protection of at-risk children, youth and families throughout the province.</p>

**People Management:**

	# Direct Resources Managed	# Indirect Resources Managed
<b>Additional Information (if required):</b>	This position reports to the Associate Deputy Minister, Job Otles and numbers of incumbents reporting to this job include: Manager of Child and Youth Strategy (staff of 6) Director of Child Welfare (staff of 21) Director or Family and Youth Services (s:aff of 7) Secretary 3 Social Worker 1-2 (2 positions trainers) Project Directors (as required)	

**LICENSES/CERTIFICATIONS****WORKING CONDITIONS****Physical Effort**

Minimal - Work activities involve alternating positions of light physical activities, which cause little physical effort. Majority of time is spent in a comfortable position with frequent opportunity to move about at will. Activities require a variety of easy muscle movements

**Physical Environment**

Minimal - Works in an environment with occasional exposure to mild unpleasant or disagreeable conditions, and/or a remote possibility of risk of accident or health hazards.

**Sensory Attention**

Moderate - Work activities involve need to concentrate on a variety of sensory inputs for intermediate durations at a time requiring close attention several times daily. If sensory activities are interrupted, time is required to backtrack to resume activities, involving lost time. The need for detailed or precise work is moderate.

**Psychological Pressures**

Moderate - Work activities are performed in an environment with occasional exposure to one or more mental pressures. The mental stress would not be noticeably disruptive to the work, nor would the unpleasant reaction be too strong or persistent, e.g., pressure or deadlines, quotas or need for accuracy, unpleasant public or client contacts, probable concern about unpleasant situations, repetitious work, and/or some disruption of personal life because of work, work schedules or need to travel.

<b>Examples/ Additional Information:</b>	<p>Physical Environment Most of the time is spent in standard office environment.</p> <p>Physical Effort Most of the time is spent sitting in a comfortable position. There is frequent opportunity to move about.</p> <p>Sensory Attention There is a regular need to concentrate, to interpret and to multi-task. The incumbent prepares and/or reviews divisional briefs, cabinet memorandums and presentations, attends numerous meetings, sits on executive and various committees and makes public presentations (e.g., Inquiries, Senate Hearings, etc.) as well as gives complex media interviews.</p> <p>Mental Pressures The incumbent has a significant responsibility to a very vulnerable client base. There are continual pressures to balance sometimes conflicting priorities (program and fiscal), meet frequent deadlines and produce high quality, error-free results. There is a requirement to balance conflicting views with multiple stakeholders, and achieve outcomes within specific time frames. There is an ongoing requirement to prioritize sensitive and confidential issues and to determine best use of the Division's financial and human resources. The demands of the job require extremely flexible hours, a willingness to be on call outside regular office hours, and to endure the subsequent disruption of personal life.</p>
<b>Data From Conversion:</b>	

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