

Office of the Representative for Children and Youth Deputy Representative, Investigations, Monitoring and Corporate Services

Job Profile

Purpose of the Office of the Representative for Children and Youth

The Representative for Children and Youth (RCY) is an independent officer of the B.C. Legislature who works to influence positive change to B.C.'s child, youth and young adult-serving system.

The *Representative for Children and Youth Act (RCYA)* provides that the Representative is to:

- Support, assist, inform and advise children, youth, or young adults and their families who need help in dealing with public bodies that provide designated services.
- Monitor, review, audit and conduct research regarding designated services.
- Review, investigate and report on certain child deaths and critical injuries relating to children in care or children and youth who have been receiving reviewable services.
- Report to the Legislative Assembly, the Select Standing Committee on Children and Youth and the public through annual and special reports about the effectiveness and responsiveness of designated services and make recommendations for their improvement.

Given RCY's commitment to rights, advocacy, and child and youth well-being, we are actively identifying, recommending and advocating for ways to:

- Reduce the overinvolvement of the child welfare system in the lives of First Nations, Métis, Inuit and Urban Indigenous¹ children and youth and their families.
- Reduce the number of First Nations, Métis, Inuit and Urban Indigenous children and youth in government care and living away from their families and communities.
- Improve the quality and effectiveness of the designated services provided to the children, youth and families who are being served by the Ministry of Children and Family Development and Delegated Aboriginal Agencies, the Ministry of Health and health authorities, and other public bodies.

¹ Urban Indigenous: As a result of colonization and the disruption and extinguishment of Indigenous people's connection to family, community and culture, there are people who identify as Indigenous who have been disconnected from their cultural roots and are not yet able to identify themselves as being of a particular First Nation, or Métis or Inuit community, or who choose to identify as having multiple ties and identities or as urban-residing Indigenous peoples. In recognition of the wishes expressed by people with whom the RCYBC has learned from, the RCYBC includes urban Indigenous as a group to whom we are also accountable and acknowledge.

- Inspire and support child and family-serving systems to become more trauma aware and culturally attuned and to deliver culturally appropriate services.
- Monitor implementation and impacts of the *Federal Act Respecting First Nations, Inuit and Métis children, youth and families* within BC.

To achieve this, the RCY is engaged in both internal and external relational work. Within RCY we are committed to becoming a culturally safer organization, integrating Indigenous ways of knowing and being into our daily practice and research, and supporting all staff to develop a critical understanding of the impacts of colonization on the contemporary experience of Indigenous and racialized children, youth, families and communities, and on current systems, structures and politics. We endeavour to undertake our work in accordance with the values of relationship, respect, relevance, responsibility, reciprocity and repair.²

The work of the RCY is undertaken by approximately 75 team members working out of hubs in Victoria, Lower Mainland, Prince George and Kelowna. As a rights-informed organization, we are guided by the United Nations Convention on the Rights of the Child (UNCRC), the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP), and the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD).

Deputy Representatives

The RCY has two Deputy Representatives: Deputy Representative, Advocacy and First Nations, Métis and Inuit Relations and Deputy Representative, Investigations, Monitoring and Corporate Services. Both report directly to the Representative and are formally delegated responsibilities to contribute to the achievement of the Representative's mandated role.

The Deputy Representative, Advocacy and First Nations, Métis and Inuit Relations is a new position established in 2020 to bring a stronger focus and intention to the expanding advocacy mandate of the RCY, and to RCY's work in support of First Nations, Métis, Inuit and urban Indigenous children, youth and young adults.

The Deputy Representative, Investigations, Monitoring and Corporate Services leads the Reviews and Investigations and Monitoring teams and provides leadership for the RCY on Corporate Services, including financial management, human resources, technology, information and privacy and communications. The RCY has a shared services agreement with BC's Office of the Human Rights Commissioner (BCOHRC), and the Deputy, Investigations, Monitoring and Corporate services supports the Corporate Services team to fulfill RCY's responsibilities to the BCOHRC.

² RCY has been informed by and adapted the 4Rs of First Nations higher education and research (Kirkness & Barnhardt, 2001; Restoule, 2008)

As members of the Senior Executive team, the two Deputies work collaboratively with the Representative and with each other to set and enact the vision and strategic priorities for the organization. The Deputies are accountable for ensuring that operations are aligned with the vision and priorities and that each team is working effectively towards key objectives and outcomes. The Deputies are expected to provide non-partisan advice to the Representative and the Select Standing Committee on Children and Youth, and actively advocate for reform to services and programs for children, youth and young adults.

As members of the Executive team, the Deputies work with the Representative and their executive colleagues to discuss and make decisions on strategic and operational plans, organizational design, emerging issues, project design and oversight, resource allocation, human resources, policies and procedures, innovation and change initiatives and communications strategies.

External relations are critical to the relevance and impact of the RCY. The Deputies are expected to develop strong, respectful and collaborative working relationships with a variety of government and non-government agencies and to represent the Representative and the RCY in diverse forums. The RCY is committed to working closely with First Nations and Métis leadership, Delegated Aboriginal Agencies, Friendship Centres and a diverse array of provincial and community-based organizations and networks to ensure that our work both addresses concerns of importance to these partners and highlights opportunities to improve the experience of and outcomes for children, youth and young adults in need of services.

The Deputies operate in a highly sensitive and often controversial environment, where confidentiality is paramount and rigorous adherence to the confidentiality provisions in the *RCYA* and to the applicable provisions in the *Freedom of Information and Protection of Privacy Act* are essential.

The Deputies are expected to bring a diverse body of knowledge and experience to their roles in areas such as:

- Experience with leading and influencing systems change.
- Experience working with and within child, youth, young adult or family-serving systems.
- Knowledge about the challenges facing children and youth in government care as well as an understanding and upholding of their resistance, resilience and strengths.
- Awareness of the diverse needs of children and youth living with special needs, family violence, housing and financial precarity, mental health and/or substance use challenges.
- Experience working with the *Child, Family and Community Service Act*, the *Adoption Act*, the *Community Living Authority Act*, *Youth Justice Act*, *Declaration on the Rights of Indigenous Peoples Act* or related legislation and regulations.
- Knowledge about the history of the First Peoples and the lands now known as British Columbia.

- Awareness of the significance of customs and protocols, and appreciation for the aspirations and resilience of First Nations, Métis, Inuit and urban Indigenous peoples living on the lands now known as British Columbia.
- Knowledge of colonization and the impact of historical, intergenerational and inherited trauma on children, youth, families and communities.
- Awareness of the *Federal Act respecting First Nations, Inuit and Métis children, youth and families*.
- Knowledge of the ethno-cultural composition of communities in B.C. and the experience of immigration, settlement and community building.
- Knowledge and critical analysis of stereotypes, bias, stigma, prejudice and racism and impacts on children, youth and families, as well as engagement in decolonization and anti-racism work.
- Experience working within diverse cultural contexts or between cultures.

The Deputies will lead multi-disciplinary project teams and are expected to exemplify leadership, strategic vision, cultural humility, teamwork, ethics, diplomacy, kindness, tact and discretion.

Deputy Representative, Investigations, Monitoring and Corporate Services

Specific Accountabilities

Provides senior leadership direction to ensure effective program management.

- Together with the Deputy Representative, Advocacy and First Nations, Métis and Inuit Relations, leads the Executive Committee.
- Responsible for effective and efficient functioning and accountabilities of key operational program and corporate support areas, specifically the Reviews and Investigations, Monitoring, Communications and Corporate Services teams.
- Demonstrates exceptional leadership skills to create a culturally safer, respectful, motivated and engaged organizational culture.

As a member of the Executive team, provides senior leadership and direction in building and maintaining relationships with organizations, networks and leaders concerned about the well-being of children, youth, young adults and families, and ensuring the rights and views of children, youth and young adults are considered and that designated services respond effectively to their needs.

- Establish and maintain effective and collaborative working relationships with provincial and community-based advocacy and service-delivery networks and organizations, First Nations, Métis and urban Indigenous leaders and organizations, public universities and research entities who are engaged in work respecting the well-being of children, youth, young adults

and families. Respectfully engage with these diverse entities to share and exchange information and knowledge.

- In collaboration with provincial and community-based organizations and networks, public universities and research entities, inform, develop and/or lead initiatives related to the well-being children, youth, young adults and families and reviewable and designated services.
- Maintain active communication with leaders in the Ministry of Children and Family Development, Ministry of Health, Ministry of Mental Health and Addictions, Ministry of Education, Ministry of the Attorney General, Community Living BC, health authorities, BC Housing and other public bodies.
- Lead complex and sensitive projects such as monitoring reviews, investigative and aggregate reports, special reports, and annual reports as well as submissions to relevant Standing Committees of the Legislature in relation to finance and legislative review.
- Liaise with public bodies regarding the release of RCY reports and recommendations and subsequent communications and knowledge translation.
- Collaborate with federal and provincial agencies to assess the health, economic and social needs of all children and youth in B.C.
- Carry out reviews and recommends strategies to address the social determinants of health and socio-economic issues such as poverty, housing precarity and homelessness, inequitable access to services and supports, family violence and other challenges facing families, with a strong focus on Indigenous, immigrant, refugee and racialized families.
- Provide advice and direction to RCY program areas on diverse issues and initiatives relating to services for children, youth and young adults, and their families.
- Participate in the screening process regarding critical injuries and deaths of children and youth, ensuring case specific and systemic issues relating to children and youth are identified and addressed.

Provides leadership for the delivery of corporate support services by, leading finance, human resources, information technology and administration activities and overseeing internal and external communications:

- Leads the development and oversight of the Office's budget.
- Guides the development and implementation of human resource strategies, policies and procedures to support recruitment and retention, employee engagement, employee development, performance management and foster a culturally safer and racially equitable workplace.
- Guides the development of and operation of management information systems for monitoring RCY program area activities.
- Guides the development of corporate performance measures and measurement processes and the development of performance measurement best practices.
- Provides direction to ensure operational policies and standards are successfully and consistently implemented across the organization.

- Ensures performance goals and measurements are effectively communicated through the development of communications materials, including the preparation and/or posting of timely and accurate web-based bulletins, manuals, forms and other tools.
- Acts as the organization's Ethics Advisor and designated representative under the *Public Interest Disclosure Act*.
- Leads the development and preparation of the Annual Report and Service Plan to fulfill the Representative's statutory responsibilities for providing timely advice and recommendations to the Legislative Assembly and the public.
- Supports the Representative in presenting reports and recommendations to the Select Standing Committees of the Legislative Assembly.

Provides leadership to ensure that the Shared Services Agreement with BC's Office of the Human Rights Commissioner is fulfilled through the delivery of corporate support services in finance, human resources, and information technology, confidentiality and privacy

Key Links:

In order to accomplish objectives, the Deputy Representative, Investigations and Monitoring communicates with:

Representative for Children and Youth

Deputy Representative, Advocacy, First Nations, Métis and Inuit Relations

Executive Team: confers with executive colleagues regarding cross-program and program specific issues and co-leads Executive Team meetings.

Select Standing Committee on Children and Youth: provides information and advice to the Committee as required.

Select Standing Committee on Finance and Government Services: prepares submissions and provides information and advice to the Committee as required.

Senior officials of government (provincial and federal) and external agencies associated with the provision of programs and services to children, youth and young adults, including the Ministry of Children and Family Development, Ministry of Health, Ministry of Mental Health and Addictions, Ministry of Education, Ministry of the Attorney General, Community Living BC, Health Authorities, BC Housing, Ombudsperson, Public Guardian and Trustee, BC's Office of the Human Rights Commissioner, Office of the Information and Privacy Commissioner, Coroner, Provincial Health Officer and other public bodies: engages, shares information, leads initiatives, encourages collaboration and advocates for change to increase the accountability of the public bodies for the provision of effective designated services for children, youth and young adults.

Community social sector leaders: fosters respectful relationships, shares and receives information, leads or participates in initiatives, creates opportunities for input into RCY strategic priorities, initiatives and reports, identifies systemic issues and advocates for enhanced effectiveness and responsiveness of designated services for children, youth and young adults.

Media and public forums: at the request of the Representative, engages with media and participates in public forums to enhance awareness and understanding of child and human rights and the circumstances and interests of children, youth and young adults who have complex needs and vulnerabilities.

QUALIFICATIONS

Given the depth and breadth of responsibilities held by the Deputy Representatives, there is no substitute for experience. Successful candidates will have a minimum of 15 years of experience in diverse roles which would include a mix of front line, supervisory, relational influence and senior leadership responsibilities relating to one or more designated services to children, youth, young adults and their families.

Education

As per the *Representative for Children and Youth Regulation*, an undergraduate degree from a university in a relevant discipline is required. The successful candidate will ideally have training and knowledge at the level of a graduate or professional education. **There are many different ways in which this could be obtained** such as through:

- Formal post-secondary education at a Professional, Masters or PhD level in a relevant discipline (e.g., law, social work, child and youth care, public administration, education, psychology, Indigenous studies, Indigenous governance, medicine, gender studies, criminology)
- Structured, intentional teachings from Elders, Knowledge Keepers, Matriarchs and mentors
- Professional development educational and learning
- Community and work experience in which skills and knowledge are developed over time
- First Nations, Métis, Inuit political leadership or governance roles
- Community-based leadership or governance roles
- A combination of formal and informal learning and education

Experience

- Considerable public service or community sector experience in a senior management or leadership role, including contributing to or leading strategic planning and decision-making, policy and program development, service delivery, issues management, financial management and human resource management.

- Experience delivering one or more of the “designated services” for children, youth, young adults and families as defined in the *Representative for Children and Youth Act*, either within British Columbia or in another similar jurisdiction.
- Considerable experience working with or within other public bodies such as the Ministry of Children and Family Development, Ministry of Health, health authorities, Ministry of Mental Health and Addictions, Ministry of Education, Ministry of the Attorney General, Community Living BC, BC Housing, Ombudsperson, Public Guardian and Trustee, Coroners Service or Provincial Health Officer.
- Considerable experience communicating and collaborating with community organizations.
- Experience with or involvement in the lives of First Nations, Métis, Urban Indigenous children and their families, and ideally, engagement with First Nations, Métis, Urban Indigenous youth, leaders, organizations and networks in B.C.
- Established network of relationships with community-based service providers with particular focus on children, youth and families.
- Experience dealing with complex demands, priorities and issues management situations in a public sector or corporate environment.
- Considerable direct, supervisory and senior management experience in statutory child and youth services and/or community-based child, youth and family services.
- Experience leading multi-disciplinary teams comprised of members internal and external to the organization.
- Demonstrated success in leading, or contributing to the implementation of, effective reforms to programs and services for children, youth, families and/or young adults.
- Experience in leading program reviews or evaluations, or investigations of critical injuries to or deaths of children

Preference may be given to applicants who are Indigenous.

Knowledge

- Knowledge of the *Child, Family and Community Service Act*, the *Representative for Children and Youth Act*, the *Youth Justice Act*, the *Mental Health Act*, the *Adoption Act*, the *Federal An Act respecting First Nations, Inuit and Metis children, youth and families* and other federal and provincial legislation related to children and youth, services to children and youth and issues of interest or concern to children and youth.
- Knowledge of the infrastructure of programs and support services for children, youth, families and young adults in B.C.
- Knowledge of provincial and federal government and cross-ministry relationships, and government and political processes.
- Extensive knowledge of program and performance measurement theory and practice.
- Excellent knowledge and understanding of programs, services and policies relevant to children and youth in the child welfare, special needs, mental health, substance use and youth justice systems as well as early childhood development and child care services.
- Understanding of the unique role, purpose and functions of an Independent Officer of the Legislative Assembly and of the interrelated values of independence and accountability.

Skills and Abilities

- Superior ability to think strategically and critically, analyze and solve problems and simultaneously lead multiple projects and multi-disciplinary teams.
- Demonstrated skill in establishing collaborative working relationships with public officials, service providers, community-based advocates, Indigenous people and related organizations.
- Exceptional skills in leading teams, developing people and creating a positive working environment that embraces innovation, growth and change.
- Exceptional skills in oral and written communication.
- Demonstrated liaison and conflict-resolution skills in order to effectively hold space for tensions, complexity and conflict associated with different perspectives and worldviews while also respectfully sustaining a focus on the well-being and interests of children, youth and young adults.
- Demonstrated track record in exercising the utmost discretion with highly sensitive and confidential issues.

Other requirements

The Deputy must be willing to travel extensively to meet the operational needs of the Office. This will include overnight stays and travel to rural and remote areas. In keeping with RCY's support to balancing work, family and other commitments, travel will be planned in advance whenever possible

The successful applicant requires a police record check and is subject to a criminal record review.

Competencies

The *Core Competencies for Strategic Leaders in the BC Public Service* and the *Indigenous Relations Behavioural Competencies* both apply to the Deputy Representative position. While all competencies are relevant and desirable, the capacities of greatest importance in this position are:

Core Competencies for Strategic Leaders in the BC Public Service

(https://www2.gov.bc.ca/assets/gov/careers/for-job-seekers/about-competencies/strategic_leaders_competency_guide.pdf)

- **Vision and Goal Setting** involves knowledge and skills in establishing official and operative goals for the organization/units and to establish a system of measuring effectiveness of goal attainment.

- **Building Strategic Alliances** involves knowledge and skills to engage in internal and external stakeholder analysis and to negotiate agreements and alliances based on a full understanding of power and politics.
- **Creating and Managing Change** involves knowledge and skills to manage in the organization through setting direction and urgency, building a coalition of support, communicating widely, handling resistance to change and facilitating implementation of successful change actions.
- **Solving Problems Creatively** involves knowledge and skills in fostering creative problem solving in the organization through critical reflection, problem analysis, risk assessment and rewarding innovation.
- **Building Team Orientation** involves knowledge and skills in developing group identity, participative decision making and open and effective communication.
- **Communicating Effectively** involves good presentation skills (verbal and written), careful listening to different audiences and diverse perspectives in order to understand their key points and major concerns, problem framing and use of presentation technologies.

Indigenous Relations Behavioural Competencies

(<https://www2.gov.bc.ca/gov/content/careers-myhr/job-seekers/about-competencies/indigenous-relations/fact-sheet>)

- **Indigenous centred service approach** is a desire to serve Indigenous peoples, focusing one's efforts on understanding their interests in order to increase the quality of the service and produce better outcomes. It implies a willingness to support Indigenous peoples in determining their own future.
- **Strategic orientation** is the ability to link the long-range vision of Indigenous self-determination to daily work, ranging from a simple understanding to a sophisticated awareness of the full impact of thinking and actions. It is the ability to think and operate broadly, with the goal of sustainability, to further the goals of Indigenous peoples. This also means taking responsibility to collaboratively design and implement steps to redress past harms and set frameworks in place to prevent their recurrence.
- **Change leadership** is championing the achievement of intended, real change that meets the enduring vision of Indigenous self-determination in British Columbia. It involves collaboratively developing and implementing ideas to achieve positive change. The change leader learns from other leaders and elders, models the vision and encourages members of the public service to commit to and champion the vision. The change leader inspires others into new ways of thinking and doing business. The change leader routinely energizes the change process and removes barriers to change.

- **Cultural agility** is the ability to work respectfully, knowledgeably and effectively with Indigenous people. It is noticing and readily adapting to cultural uniqueness in order to create a sense of safety for all. It is openness to unfamiliar experiences, transforming feelings of nervousness or anxiety into curiosity and appreciation.