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 Building *Nunavut* Together
 Nunavut iluqaügungniq
 Bâtir la *Nunavut* ensemble

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 Department of Family Services
 Inuliriyikkut
 Ministère des services à la famille

Ms. Pat Angnakak
 Chair, Standing Committee on Oversight of Government Operations and Public Accounts
 Legislative Assembly of Nunavut

January 21, 2015

**Re: Department of Family Services Update to Standing Committee on Auditor
 General of Canada (OAG) 2014 follow-up review on Child and Family Services**

Dear Madam,

It is my pleasure to present to the Standing Committee on Oversight of Government Operations and Public Accounts our second report on progress recorded to December 31, 2015 on the Quality Protects Action Plan and the recommendations in the *Report of the Standing Committee on Oversight of Government Operations and Public Accounts on the Review of the Report of the Auditor General of Canada to the Legislative Assembly of Nunavut on the 2014 Follow-up Report on Child and Family Services in Nunavut.*

The Department of Family Services committed to providing bi-annual updates to this Standing Committee on progress achieved in addressing the six recommendations emerging from the 2014 Office of the Auditor General Report. Areas of focus included staff recruitment/retention, training, case management and information management.

The Department has been providing these updates through its Quality Protects Action Plan, which provides details timelines and activities the Department is implementing and has completed in response to the OAG recommendations. The first update was presented in March 2015 and tabled during the May/June 2015 Legislative Assembly sitting.

To date, the Department has recorded satisfactory progress in addressing:

- **Recommendation 23** relating to collaborating with NAC and other stakeholders in developing a made-in-Nunavut social services training program, and the establishment of a departmental tracking system to monitor recruitment status for social services vacancies;
- **Recommendation 35** relating to the provision of mandatory statutory training for the Community Social Service Workers;
- **Recommendation 50** relating to the review and revision of the current regional file audit process, schedule and reporting; and



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- **Recommendation 57** relating to the establishment of children in care tracking system for the Department of Family Services Headquarters to gather information on all children in care or under the supervision of the Director.

The Department recognizes that there is still work to be accomplished and is working on making further progress in the following areas:

- **Recommendation 27** relating to the setting and monitoring of workload standards, and to ensuring these standards are being met; the Department is currently reviewing best practices to enable the development of Nunavut-specific workload standards; and
- **Recommendation 50** relating to the review and revision of the current regional file audit process, schedule and reporting; the Department is aiming to secure funding for the implementation of a Client Information System. The system will ensure clients are effectively monitored, receive services and/or service referrals according to their needs, and are followed-up with appropriately; enable more timely, efficient, and safe documentation and sharing of client information; manage program performance and risk, and support compliance with program standards; and demonstrate accountability and transparency to Nunavummiut.

The ongoing work to address the recommendations by the Auditor General will result in building capacity within the Department, ensuring responsive, effective services tailored to the needs of Nunavut families and communities, and maximizing the resources that are currently in place.

We trust you will support us in our endeavors and we look forward to continuing to provide updates to the committee on progress achieved.

Sincerely,

Rebekah Williams

Deputy Minister
Department of Family Services



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Department of Family Services
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cc: Hon. Minister George Kuksuk

Members of the Committee:

MLA Alex Sammurtok

MLA Tony Akoak

MLA Pat Angnakak

MLA Joe Enook

MLA David Joanasie

MLA Steve Mapsalak

MLA Simeon Mikkungwak

MLA Allan Rumbolt

MLA Joe Savikataaq

MLA Isaac Shooyook

Nancy Tupik, Committee Clerk

John Quirke, Clerk of the Assembly

January, 2016

QUALITY PROTECTS ACTION PLAN

**UPDATE TO THE STANDING COMMITTEE ON
OVERSIGHT OF GOVERNMENT OPERATIONS
AND PUBLIC ACCOUNTS – January 2016**

**Follow-Up Report of the Auditor General of Canada to the Legislative Assembly of
Nunavut – 2014**

Department of Family Services
Children and Family Services Division

QUALITY PROTECTS ACTION PLAN

Response to Follow-Up Report of the Auditor General of Canada to the Legislative Assembly of Nunavut – 2014

Department of Family Services - Children and Family Services Division

Executive Summary:

This update to the Quality Protects Action Plan (QP) reports on the work priorities for the Department of Family Services (DFS) planned for completion between April 1st 2015 and April 1st 2016. These priorities are in response to the 2014 Follow-Up Report of the Office of the Auditor General on Child and Family Services in Nunavut. The priorities for fiscal year 2015/16 are focused on building capacity within the Department. The plan aligns with two of the four Sivumut Abluqta priorities specifically, (1) self-reliance and optimism through education and training; and (2) fostering the growth of healthy families through strong and resilient communities; and will address the fundamental human resources development challenges by focusing on recruitment and retention, training and workload standards measurement.

These priorities will continue to be addressed utilizing the input and skills of staff and stakeholders at all levels of operations within the Department from the frontline to senior management and most importantly will include continued and expanded community based collaborative work. To address this area, the Quality Protects Action Plan's focus for the remainder of 2015/16 will be on expanding support for both parental and community based work. Expanding the scope of practice to ensure more community involvement not only keeps children safer, but improves their opportunities.

The Quality Protects Action Plan for the remainder of 2015/16 includes concrete final steps toward the development of an integrated, electronic Client Information System, a critical component for monitoring service quality, accountability and planning in a modern children services system. This database is essential in Nunavut where the challenges of serving children and families widely dispersed over vast geography in remote communities make communications and information management critical factors for improving quality of services and outcomes.

The Quality Protects Action Plan requires a considerable amount of collaboration across Child and Family Services Headquarters, regional offices, and other partners within the Government of Nunavut (GN). The Child and Family Services Division is currently working within the Department and links have been established along with plans for collaboration and engagement with other GN departments and agencies to access the resources and support needed to move the Action Plan for 2015/26 forward. To this end a meeting of all managers and supervisors was held this November of 2015 to assess progress and to strategize for the remainder of the fiscal year. In addition, the actions over 2015/16 have and will continue to reduce dependency on contractors, instead building internal capacity and utilizing Nunavut based staff.

The Department of Family Services will continue to provide bi-annual updates on this important work as we move forward in providing high-quality, effective, and culturally relevant services to Nunavummiut, and we look forward to your continued support in these endeavours.

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Short term is defined as occurring within a one year time frame (commencing April 2015).

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QUALITY PROTECTS ACTION PLAN

Response to Follow-Up Report of the Auditor General of Canada to the Legislative Assembly of Nunavut – 2014

Department of Family Services - Children and Family Services Division

OAG Recommendations	Departmental Response	Action	Next steps to full implementation	Lead Staff	Key Partners	Time to Completion	Status	Additional Notes
<p>Recommendation 23: In keeping with its previous commitment, the Department of Family Services should build on its work to date and continue to collaborate with the Department of Finance and the regions to ensure that community social service worker positions are filled with permanent staff in all communities. In doing so, the Department of Family Services should monitor vacancies and staffing activity and should address any systemic recruitment and retention issues that affect its ability to sustain capacity.</p>	<p>Agreed. The Department will work with the appropriate government departments to address any barriers to recruitment and retention of Community Social Services Workers (CSSWs) and Supervisors. In particular, these efforts will focus on ensuring that there is appropriate office space, that there are appropriate staff housing units, and that there are appropriate timelines associated with the staffing process.</p> <p>The Department will further develop our system of monitoring vacancies and staffing activity. This will help the Department to identify whether additional efforts are required to sustain</p>	23.1	<p>To improve and sustain recruitment activities the Department will recruit, retain and train staff:</p> <p>Recruitment: 1. Meet with the Recruiting and Staffing division of the Department of Finance to develop an Action Plan; 2. Meet with Nunavut Housing Corporation (NHC) regarding Memorandum of Understanding and representation on housing committee.</p> <p>Retention: 1. Consult with staff; 2. Upgrade and develop exit interview tools; 3. Continue to conduct Performance Appraisal/ Management and training for senior level staff; 4. Encourage Mentorship</p> <p>Training: Develop training plans based on Inuit Societal Values. The development of skills through practice, effort and action will be applied through regular performance appraisal and performance management and mentorship training for senior staff</p> <p>Tracking: Review vacancy rates and average</p>	<ul style="list-style-type: none"> Director of Corporate Services Senior Human Resources Manager Regional Directors 	<ul style="list-style-type: none"> Department of Finance Nunavut Housing Corporation 	March 2016	In progress	<p>Discussions are ongoing to secure representation of DFS on community Housing Committees. DFS is awaiting a final decision.</p> <p>These actions have been completed:</p> <ol style="list-style-type: none"> 1. Business case for Family Resource Workers has been submitted and recommended for potential funding for the 2016-2017 fiscal year; 2. An assessment of the current situation regarding DFS staff offices located in community health centers was completed in the summer of 2015; 3. The retention survey has been completed and a report and presentation on the findings was completed this November 2015; 4. A recruitment campaign led by Finance in collaboration with DFS is underway. A staff member has been assigned to undertake the project and specific steps have been outlined to target current vacancies within the Division; and 5. Exit interviews are conducted with all staff prior to the end of the tenure when they provide notice of resignation on a voluntary basis.

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 Department of Family Services - Children and Family Services Division

OAG Recommendations	Departmental Response	Action	Next steps to full implementation	Lead Staff	Key Partners	Time to Completion	Status	Additional Notes
	capacity.		term of employment of CSSWs and turnaround time for hiring.					
		23.2	To improve staff support and retention the Department has established a new training program for direct service staff including: 1. Annual statutory training; 2. Monthly legal services; 3. Supervisory training; 4. Regular training events including access to new social work resources in child welfare through our on-line training courses.	<ul style="list-style-type: none"> • Director of CFS • Regional Director/ Qikiqtaaluk • Child Welfare Specialist • Training Coordinator 	<ul style="list-style-type: none"> • Nunavut Arctic College • Department of Justice • Department of Health • Director of Career Development • Culture and Heritage • Elders 	March 2015	Complete	The DFS response to this recommendation will be evaluated every year to maintain quality and consistency.
		23.3	DFS is working with staff to ensure ISV are integrated into training resources for staff.				In progress	The first meeting of the working group tasked with incorporating practice value changes was held on February 11 th 2015 and the terms of reference were developed. A follow-up meeting to be held in January 2016 and meetings will be ongoing; the incorporation of ISV in all areas of practice and throughout policies and procedures is underway.

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Department of Family Services - Children and Family Services Division

OAG Recommendations	Departmental Response	Action	Next steps to full implementation	Lead Staff	Key Partners	Time to Completion	Status	Additional Notes
Recommendation 27: The Department of Family Services should set and monitor workload standards and take steps to ensure that these standards are met.	Agreed. Over the short term, the Department will continue its work to develop workload standards for both generic and specialized caseloads in keeping with recognized best practice standards (where available) and scope of practice within Nunavut. This will entail a review of other jurisdictions child welfare programs to determine current standards and other relevant professional bodies and associations regarding caseload standards for defined areas of practice.	27.1	The Department is currently finalizing plans to begin the workload measures project, the forms and data gathering tools have been finalized in consultation with supervisors and managers and frontline staff. To support this initiative, there will be a community-based engagement process consistent with our plans to work together with our partners towards a common cause and which will make use of Nunavut based resources.	<ul style="list-style-type: none"> • Director of Children and Family Services (CFS) • Adult Specialist • Child Welfare Specialist • CFS Regional Managers • Workload Measures Analyst (upon hire) 	<ul style="list-style-type: none"> • Regional Offices • Headquarters • Child Welfare League of Canada 	March 2016	In progress	a) A meeting was held March 13 th 2015 with the Child Welfare League. The meeting discussed a culture-based Child Protection Capacity Development for Nunavut: Strengthening Workload Management and Workload standards. A proposal was provided for review.
		27.2	The Department will conduct an inter-jurisdictional review to gather child welfare workload information to enable the Department to develop workload standards that reflect Nunavut specific requirements.	<ul style="list-style-type: none"> • Child Welfare Specialist • Director of CFS • Regional Managers • Workload Measures Analyst (upon hire) 	<ul style="list-style-type: none"> • Other Provincial/ Territorial (P/T) jurisdictions, • Professional social work organizations including Canadian Association of Social 	March 2016	Not complete	Preliminary discussion have been held with the Child Welfare League of Canada (February 2015) to determine current best practices in other territories and the possibility of tailoring these to Nunavut; The decision was made not to undertake the project through the Child Welfare League of Canada; alternative community engagement practices currently being undertaken by frontline staff will be recorded as part of monthly activity reports; best practices within other

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Department of Family Services - Children and Family Services Division

OAG Recommendations	Departmental Response	Action	Next steps to full implementation	Lead Staff	Key Partners	Time to Completion	Status	Additional Notes
					Workers, Northern Association of Social Workers			jurisdictions have been explored and they have indicated that more streamlined methods involving front line staff and have been utilized in conjunction with structured decision making. The first phase of this project has been completed via discussions with managers and supervisors. Activities are on-going.
		27.3	The Department will amend the Child and Family Services Standards and Procedures Manual to include standards for both generic and specialized caseloads.	<ul style="list-style-type: none"> Child Welfare Specialist CFS Regional Managers Director of CFS 	<ul style="list-style-type: none"> Department of Finance 	March 2016	In progress	
<p>Recommendation 35:</p> <p>The Department of Family Services should track the Community Social Service Workers who receive or require statutory training and establish a regular training schedule, to ensure that everyone who needs training completes the program in a timely</p>	Agreed. The Department has worked on updating and improving its statutory training program with the intention of offering it to all Community Social Services Workers as required.	35.1	The Department has revised and implemented a new CORE (statutory) training program for child protection staff which has been provided annually according to need commencing October 2014.	<ul style="list-style-type: none"> Director of CFS Child Welfare Specialist Contract Director Client Services and Operations Regional Managers Contract Training Coordinator 	<ul style="list-style-type: none"> Department of Culture and Heritage Nunavut Arctic College 	December 2014	Complete	This recommendation will be evaluated every year to maintain quality and consistency and to keep up with child welfare trends and staffing needs.

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Department of Family Services - Children and Family Services Division

OAG Recommendations	Departmental Response	Action	Next steps to full implementation	Lead Staff	Key Partners	Time to Completion	Status	Additional Notes
manner.	Over the short term, the department will improve its current tracking system of all Community Social Services Workers and their training history. The tracking system will include a follow up system to identify individuals that require additional training.	35.2	The Department has expanded its current tracking system for statutory appointment to include types of training received and dates of completion.	<ul style="list-style-type: none"> • Director of CFS • Child Welfare Specialist 	<ul style="list-style-type: none"> • DFS Regional Offices • DFS Headquarters 	December 2014	Complete	
	The Department will immediately establish a detailed learning plan process to ensure that all required competencies are met for Community Social Services Workers to receive a child protection worker appointment.	35.3	The Department has amended its appointment process for Child Protection Workers to ensure that training dates, and summary of competencies, are regularly collected in the Child Protection appointment database. The CFS Standards 301, 302, 303 have been revised to gather detailed information on specific training received, professional skills, knowledge of legislation and policy.	<ul style="list-style-type: none"> • Director of CFS • Child Welfare Specialist • CFS Regional Managers. 	<ul style="list-style-type: none"> • Regional Offices • Headquarters 	June 2014	Complete	Revised CFS Standards 301,302,303 have been included in the CFS Standards Policy Manual distributed to all Regions.
Recommendation 50: The Department of Family Services should ensure compliance with standards established for case file management,	Agreed. Over the short term, the Department will provide a case file standards training program for all supervisory staff, and revise the appropriate	50.1	<ol style="list-style-type: none"> 1. The Department has established a case file standards training program to be delivered to all supervisory staff in November 2014 and annually thereafter. 2. The Department has reviewed and revised CFS Standards (800 -812) and 	<ul style="list-style-type: none"> • Director of CFS • Child Welfare Specialist • CFS Regional 	<ul style="list-style-type: none"> • Regional Offices • Headquarters 	March 2015	Complete	Current deliverables to be assessed and reviewed; Action item #2: the review and revision of CFS Standards (800, 812,904,912) to be completed by Child Welfare Specialist in consultation with relevant staff; This action item will be completed

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Response to Follow-Up Report of the Auditor General of Canada to the Legislative Assembly of Nunavut – 2014

Department of Family Services - Children and Family Services Division

OAG Recommendations	Departmental Response	Action	Next steps to full implementation	Lead Staff	Key Partners	Time to Completion	Status	Additional Notes
facility inspections, foster home reviews, and the Director's annual audit. In doing so, they should: <ul style="list-style-type: none"> • Ensure that staff, supervisors, and management are accountable for non-compliance with standards; and • Use the results of the existing control processes, such as case audits by supervisors, to take corrective action on deficiencies and to follow up on whether these deficiencies have been addressed. 	Children and Family Services Standards and Procedures Manual to ensure that non-compliance is addressed within the performance appraisal system. The Department will establish a random file audit schedule to be implemented at both regional and headquarters office. The findings from these audits will be used to take corrective action in order to address non-compliance with standards.		(904, 912) to ensure clear accountabilities for compliance with case file management.	Managers				by proposed date.
		50.2	The Department has reviewed and revised the current regional file audit process, schedule and reporting. The regional file audits are reported to Headquarters on an annual basis.	<ul style="list-style-type: none"> • CFS Regional Managers • Child Welfare Specialist • Regional Directors • Director of CFS 	<ul style="list-style-type: none"> • Regional Offices • Headquarters 	March 2016	Complete	This recommendation will be evaluated every year to maintain quality and consistency
	50.3	CFS HQ has established an annual schedule of reviews to be conducted in each region (at least 1 community) once per year on a random basis.	<ul style="list-style-type: none"> • Child Welfare Specialist • Director of CFS • Regional Directors • Regional Managers 	<ul style="list-style-type: none"> • Regional Offices • Headquarters 	March 2015	Complete	1) The regions for the random audit have been selected. 2) Audits for two regions have been completed as of March 9 th , 2015. 3) The last audits were completed March 13 th , 2015.	
	50.4	The Department will implement an electronic Client Information System (CIS) that monitors case documentation and compliance performance for each client served. The CIS will enable supervisors and management to monitor all case	<ul style="list-style-type: none"> • Director of CFS • Director of Corporate Services • Senior Database 	<ul style="list-style-type: none"> • Department of Finance • Department of Community and Government 	March 2016	In progress	The implementation of the Client Information System is contingent upon securing funding. An FMB submission was submitted to the Financial Management board on December 31 st 2015 for review and approval.	

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Department of Family Services - Children and Family Services Division

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			<p>recording compliance and take appropriate action as required.</p> <p>The Senior Data Base Analyst and Systems Analyst will work in collaboration with CGS on a feasibility study for the implementation of a Client Information System for CFS.</p>	<p>Analyst</p> <ul style="list-style-type: none"> Systems Support Analyst 	<p>Services</p>			
<p>Recommendation 57: The Department of Family Services should ensure the timely collection and sharing of basic information about the children in their care by closely monitoring community reporting, and taking corrective follow-up action as required.</p>	<p>Agreed. Over the short term, the Department will ensure that all basic information about children in care is included in the headquarters tracking system being developed. Headquarters will actively follow up with regions who fail to report according to standards.</p> <p>The Department will work to secure resources to implement an electronic Client Information System across Nunavut.</p>	57.1	<p>The Department has established manual Children in Care Tracking system for HQ to gather information on all children in care or under the supervision of the Director.</p>	<ul style="list-style-type: none"> Director of CFS Child Welfare Specialist CFS Regional Managers Quality Assurance Contractor Contract Director of Client Services and Operations 	<ul style="list-style-type: none"> Corporate Services Department of Community and Government Services 	December 2014	Complete	<p>The Department will continue to monitor and document compliance performance within current capacity to ensure that professional services are provided to all children and families in Nunavut.</p>
		57.2	<p>The Department submitted a Capital supplementary appropriation for 2016/2017 and is awaiting an update on the status of that request.</p>	<ul style="list-style-type: none"> Director of CFS Director of Corporate Services Child 	<ul style="list-style-type: none"> Department of Finance Department of Community and 	March 2015	Complete	

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Department of Family Services - Children and Family Services Division

OAG Recommendations	Departmental Response	Action	Next steps to full implementation	Lead Staff	Key Partners	Time to Completion	Status	Additional Notes
				Welfare Specialist <ul style="list-style-type: none"> Quality Assurance Contractor 	Government Services			
Recommendation 63: As we recommended in our 2011 audit, the Department of Family Services should actively engage parents and communities in developing strategies for keeping children safe. These strategies should include specific actions, timelines, and resources to address challenges in their communities.	Agreed. Over the short term the Department will expand its regional reporting system to include information on services, activities and resources to support child safety through parental engagement and community development. In the medium term, the Department will review and expand the current training resources available to staff to promote	63.1	Reporting: Reporting forms have been distributed to all regional managers and frontline staff for feedback. Upon completion of the consultation with staff, the standardized forms will be incorporated into data base. The monthly regional reporting system will be expanded to include more information on staff engagement work with parent groups, community support activities and other organizations that are supporting children and families.	<ul style="list-style-type: none"> Director of CFS Child Welfare Specialist CFS Regional Managers Workload Measures Analyst (upon hire) 	<ul style="list-style-type: none"> Department of Health Department of Education Department of Justice Culture and Heritage. 	December 2015	In progress	

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QUALITY PROTECTS ACTION PLAN

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Department of Family Services - Children and Family Services Division

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	parental engagement and community development work.	63.2	The Department has and will continue to consult with staff to determine what additional training is required in order to support expanded practice in community development, parenting support and other forms of prevention and early intervention. Recommendations have been incorporated in both on-line and in person CFS training programs.	<ul style="list-style-type: none"> • Director of CFS • Child Welfare Specialist • CFS Regional Managers • Training Coordinator 	<ul style="list-style-type: none"> • Department of Health • Department of Education • Department of Justice • Culture and Heritage. • Practice and Research Together • Relias On Line Learning. 	December 2015	Complete	The DFS response to this recommendation will be evaluated every year since it will be impacted by staff needs and recruitment and retention goals.
		63.3	The Department will examine community resource programs currently working in Nunavut and develop expanded working relationships.	<ul style="list-style-type: none"> • Director of CFS • Child Welfare Specialist • CFS Regional Managers • Training Coordinator 	<ul style="list-style-type: none"> • Department of Health • Department of Education • Department of Justice • Culture and Heritage. • Iliasaqivik Inuit Friendship Centres • Nunavut Tunngavik, • Regional Inuit Associations 	March 2016	In progress	1) Discussions were held with the Iliasaqivik Society to initiate collaboration on community engagement activities. A proposal for training for CSSWs has been received and will be forwarded for review; 2) Culture and Heritage has also been involved in the 2014 core and supervisory training session and will be involved in all training going forward; 3) Work continues to build relationships with our key partners. Initiatives are underway that will involve our partners in: <ol style="list-style-type: none"> a. Education through the community schools; b. Justice through Community

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								Justice Outreach Workers (CJOW) through collaborative training with the RCMP; c. Health through Staff co-location in community health centers; and d. Through continued liaising with the community Elders and Justice committees.

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