



Appendices

A – Social Worker Questionnaire – Results by Region

B – Social Worker Questionnaire – Results by Years in Role

C – Learning from Selected Other Jurisdictions

D – Description of Deloitte’s Cultural Assessment Tool

E – Link Between Deloitte & Turner Reviews



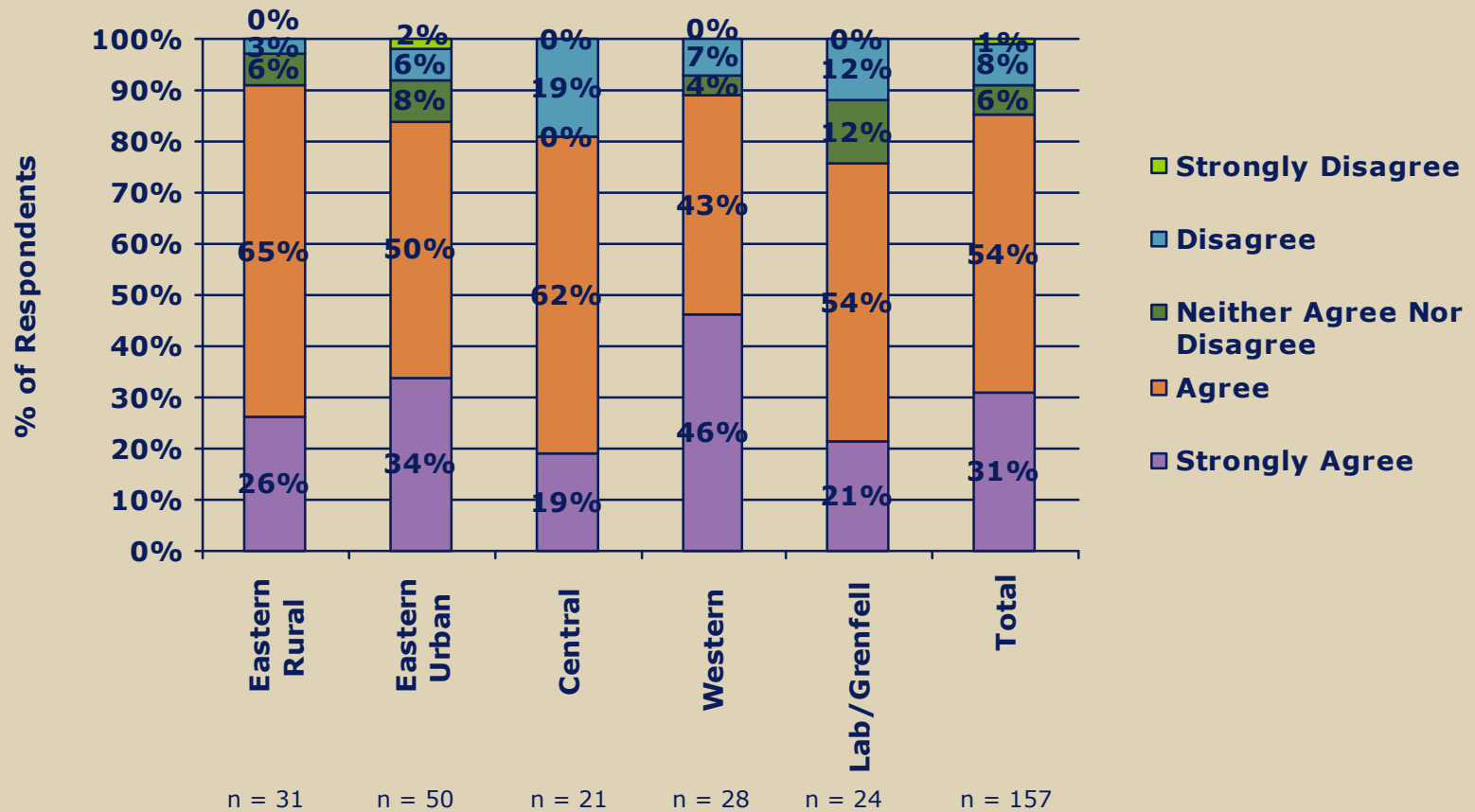
Appendix A – CYFS Social Worker Questionnaire – Results by Region

Introduction

- This appendix contains social worker questionnaire findings segmented by region.
- The findings are segmented based on the following regions:
 - Eastern Rural
 - Eastern Urban
 - Central
 - Western
 - Labrador/Grenfell
- The following information is included on each slide:
 - The actual question posed to the respondents during the survey;
 - A graph of the responses to each question; and
 - A summary statement that highlights specific insights drawn from the responses.

Understanding roles and responsibilities

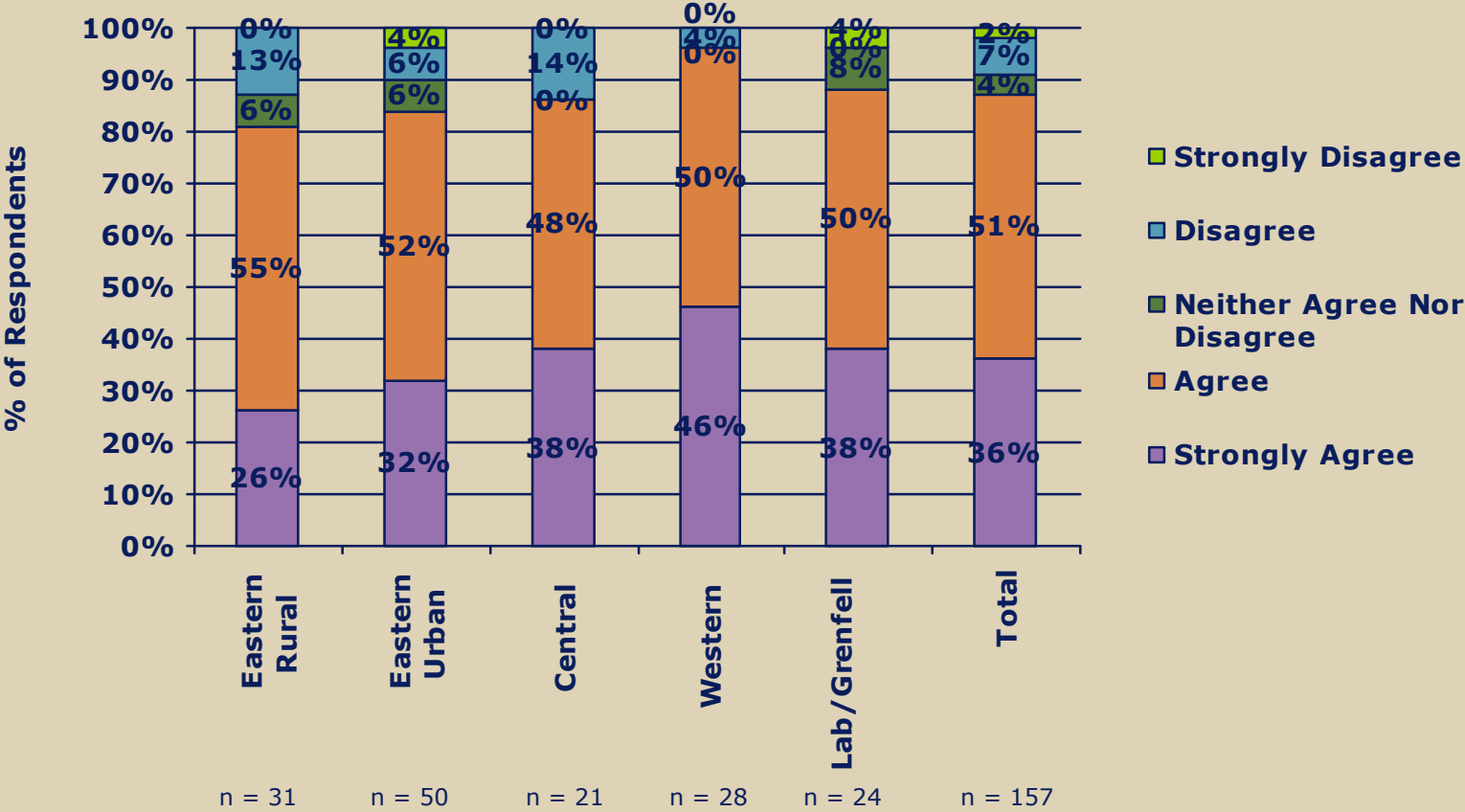
How strongly do you agree or disagree that I have a good understanding of my role and responsibilities?



Generally, respondents from all regions feel they have a good understanding of their role and responsibilities.

Bringing forward issues

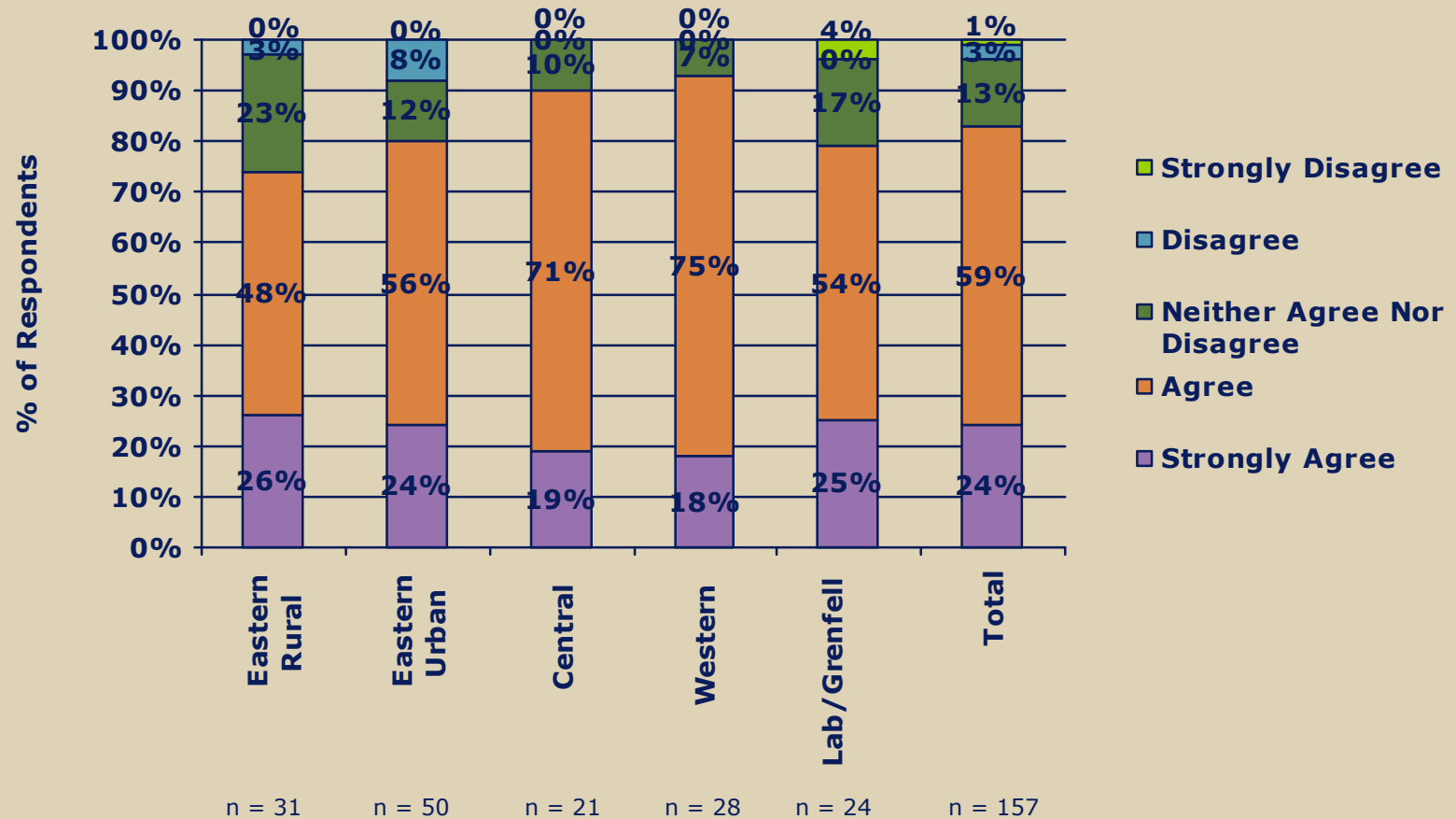
How strongly do you agree or disagree that I understand when I should bring an issue forward to discuss with my manager?



Over 80% of social workers in all regions believe they understand when an issue should be brought to a manager’s attention, where Western’s professionals were most certain.

Understanding the *Child Youth and Family Services Act*

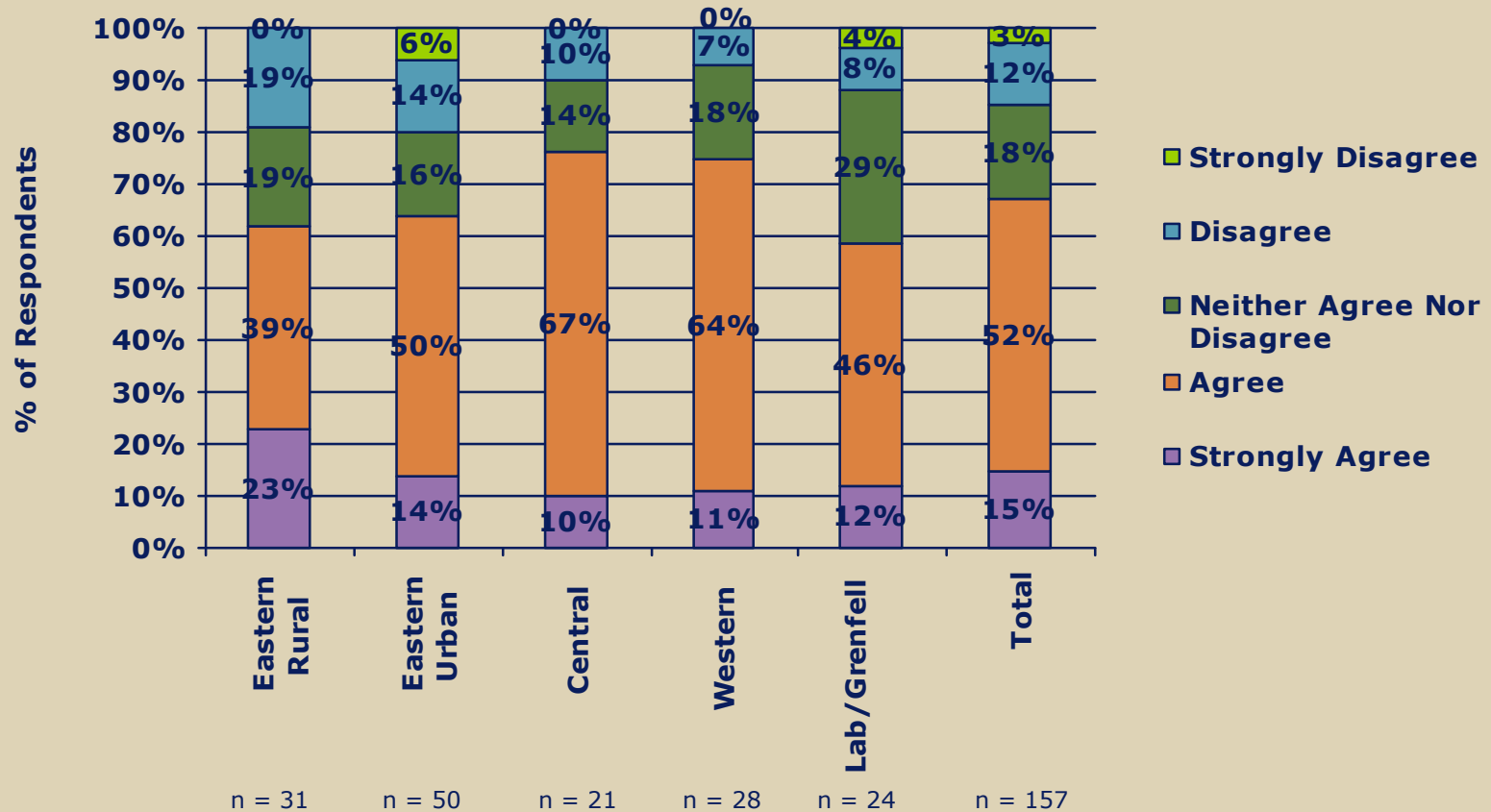
How strongly do you agree or disagree that I have a good understanding of the *Child, Youth and Family Services Act*?



The majority of social worker respondents reported they have a good comprehension of the *Child, Youth and Family Services Act*.

Understanding policies

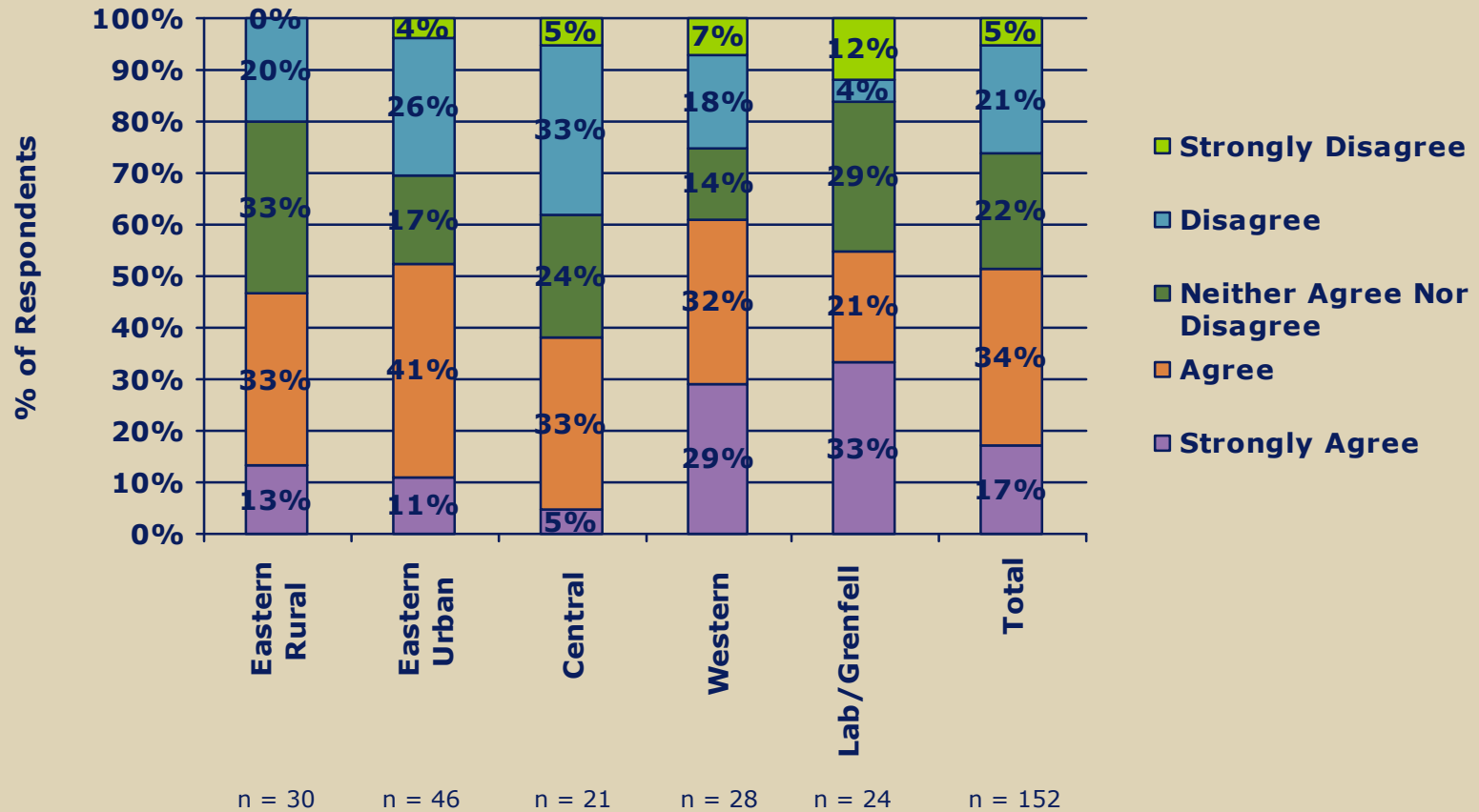
How strongly do you agree or disagree that I understand the policies associated with child, youth and family services?



All regions reported a lower understanding of CYFS policies (as compared to their understanding of their role, when to bring issues forward, and the Act).

Support by manager

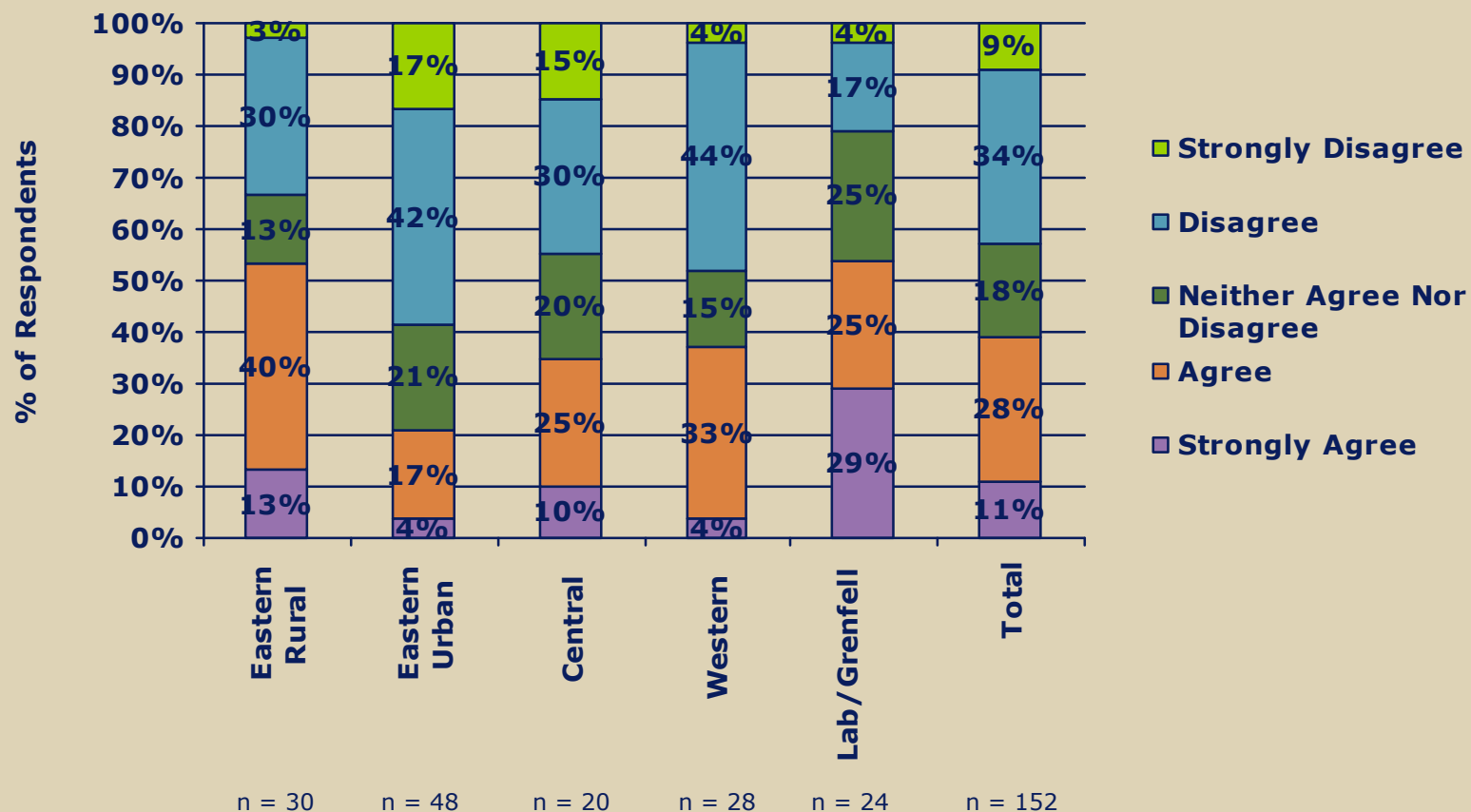
How strongly do you agree or disagree that I feel supported by my manager?



Central social worker respondents feel the least supported by managers.

Availability of manager

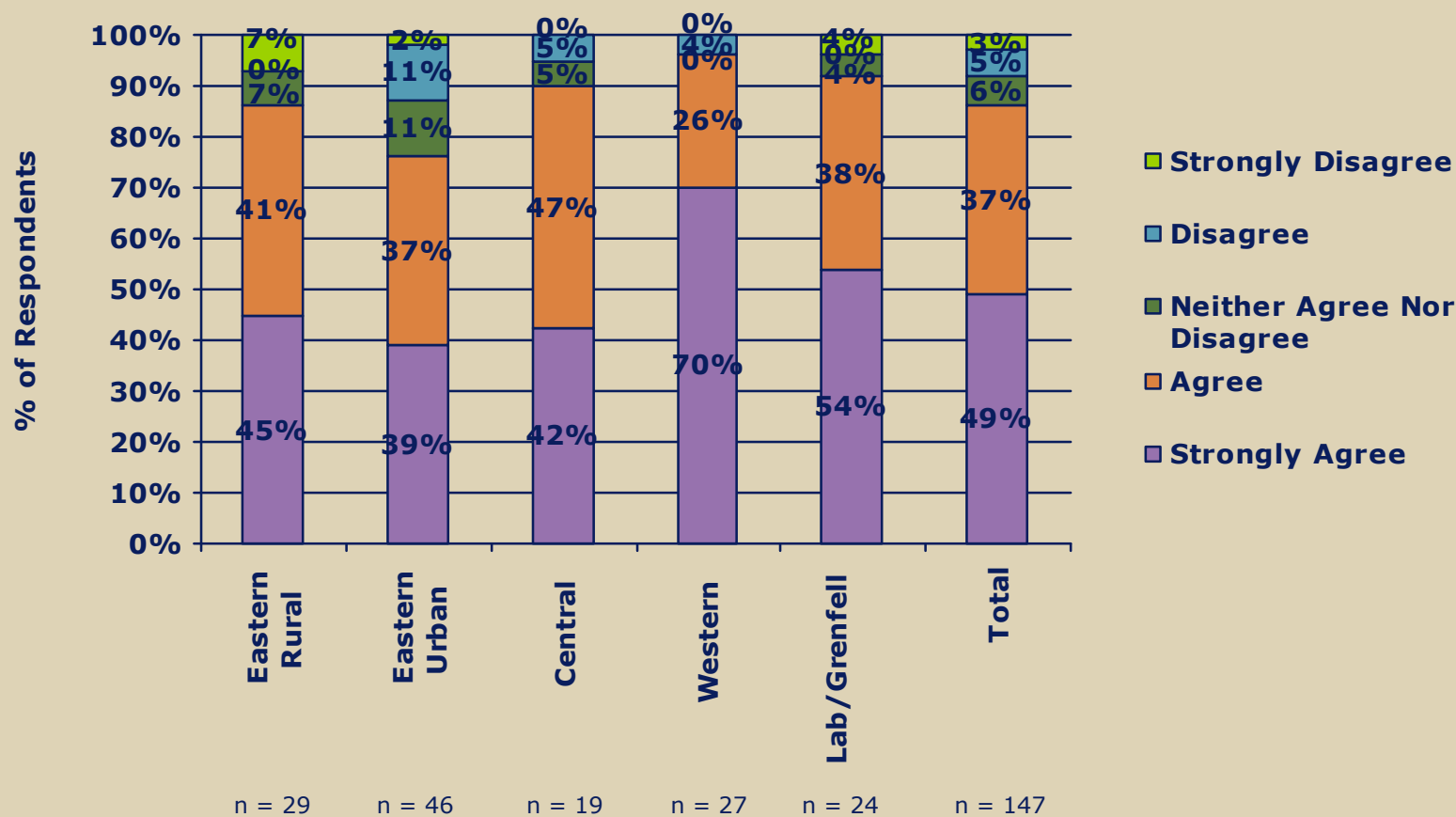
How strongly do you agree or disagree that I can reach my manager when I need to?



Only 21% of social worker respondents from Eastern Urban feel they can reach their manager when they need to. The best results were achieved by Labrador-Grenfell and Eastern Rural – in those cases just over 50% of respondents believe they have access. These results suggest changes are required in order to make managers more accessible.

Commitment to clients

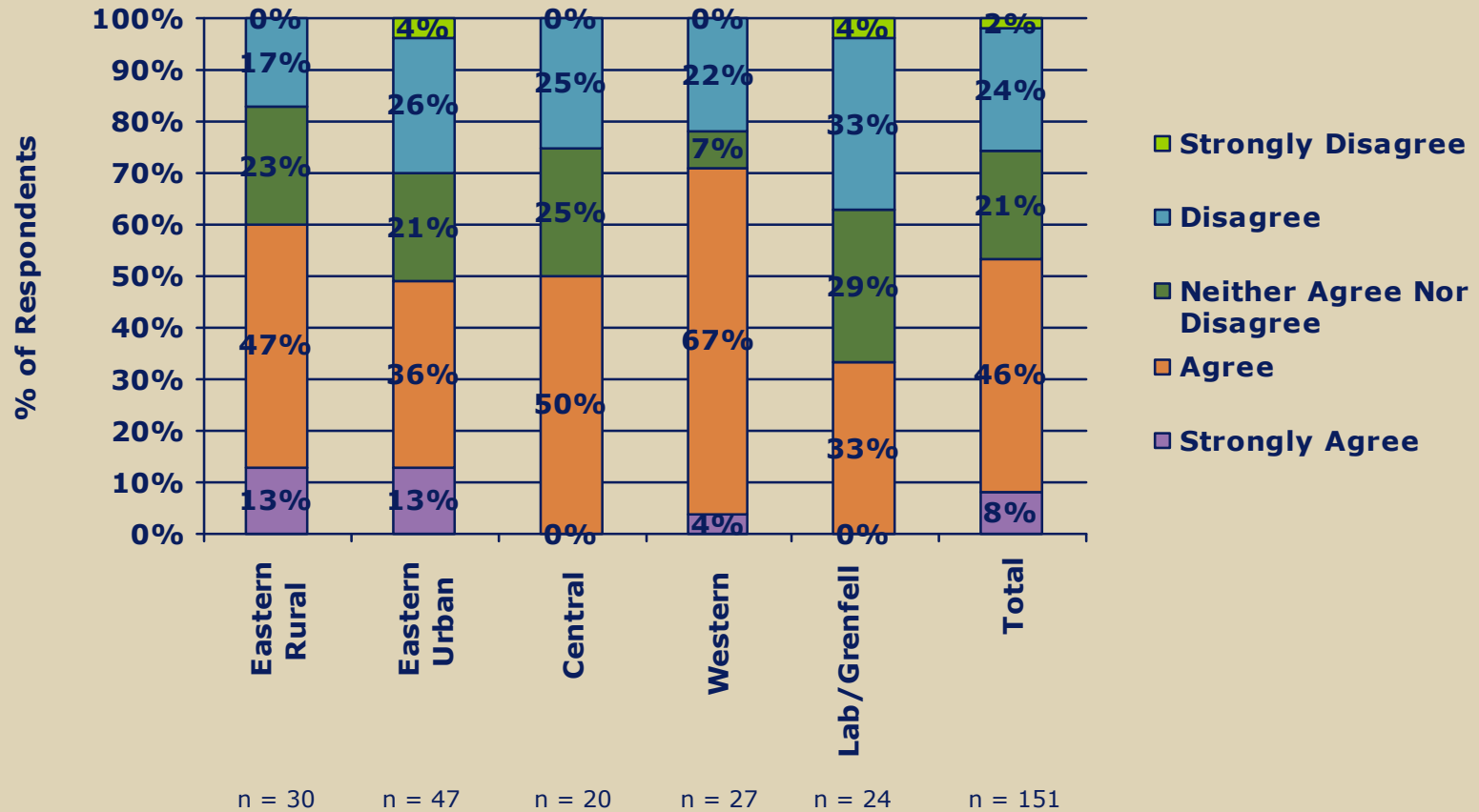
How strongly do you agree or disagree that my primary commitment is to provide services to my clients?



The majority of social worker respondents in all regions reported that the clients are their primary commitment.

Tools identifying risks

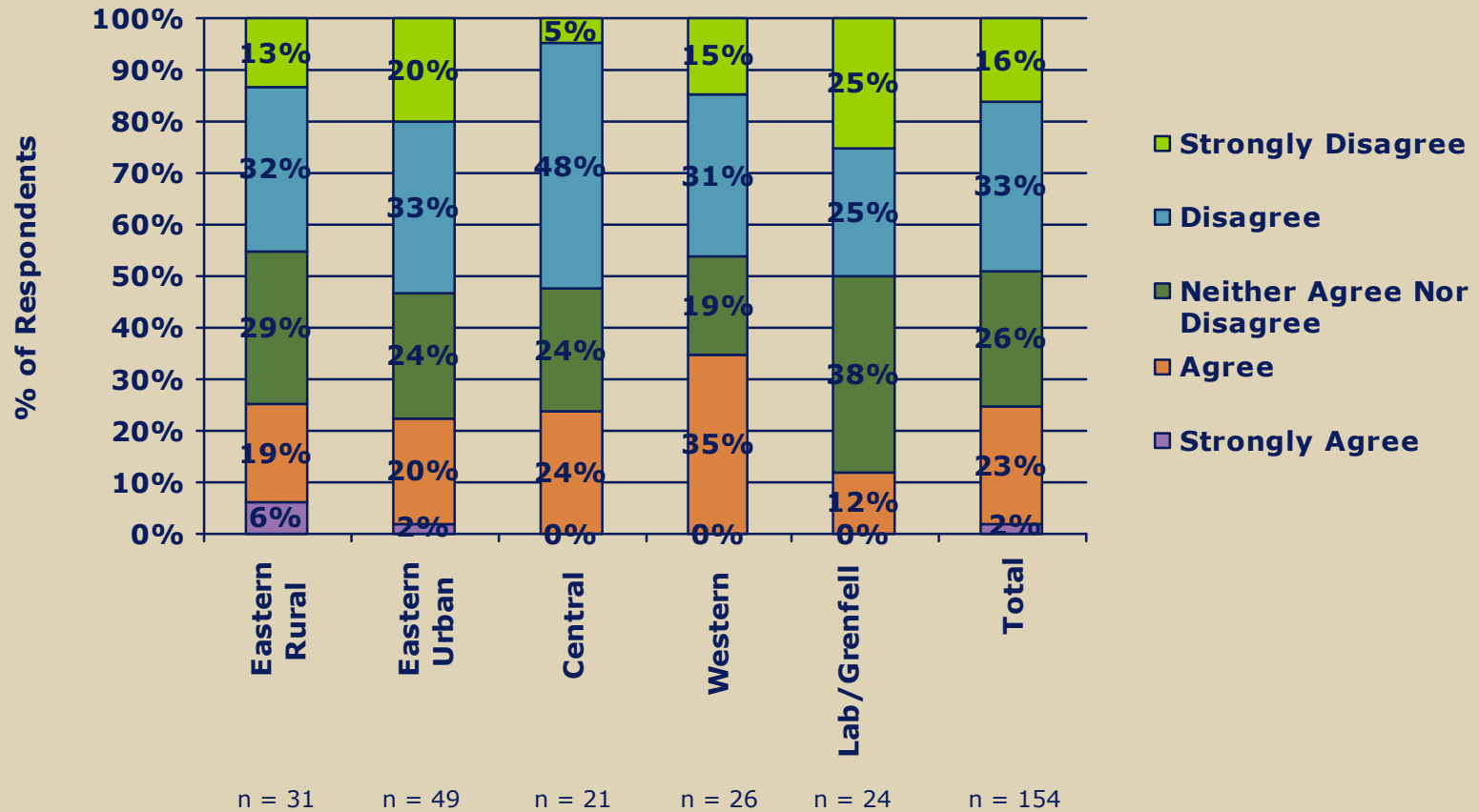
How strongly do you agree or disagree that I have the tools I need to identify risks to my clients?



Labrador/Grenfell social worker respondents were the least content (at 33%) with the tools available to identify risks to clients. Only Western had more than 50% of respondents indicate they had the necessary tools.

Tools managing risks

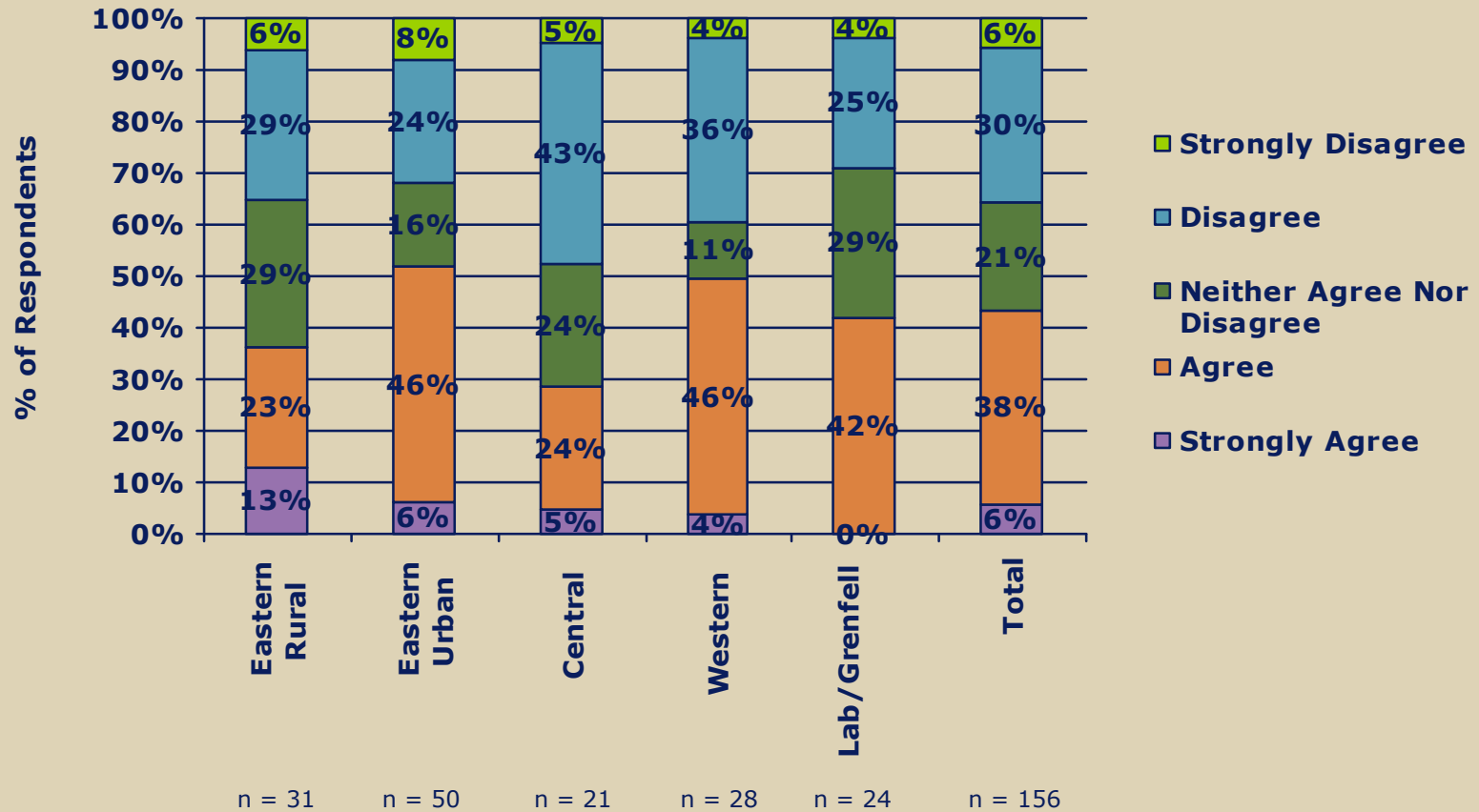
How strongly do you agree or disagree that I have the tools I need to manage the risks to my clients?



With the exception of Western's respondents, less than 25% of social workers feel they have the tools to manage risks to their clients.

Training

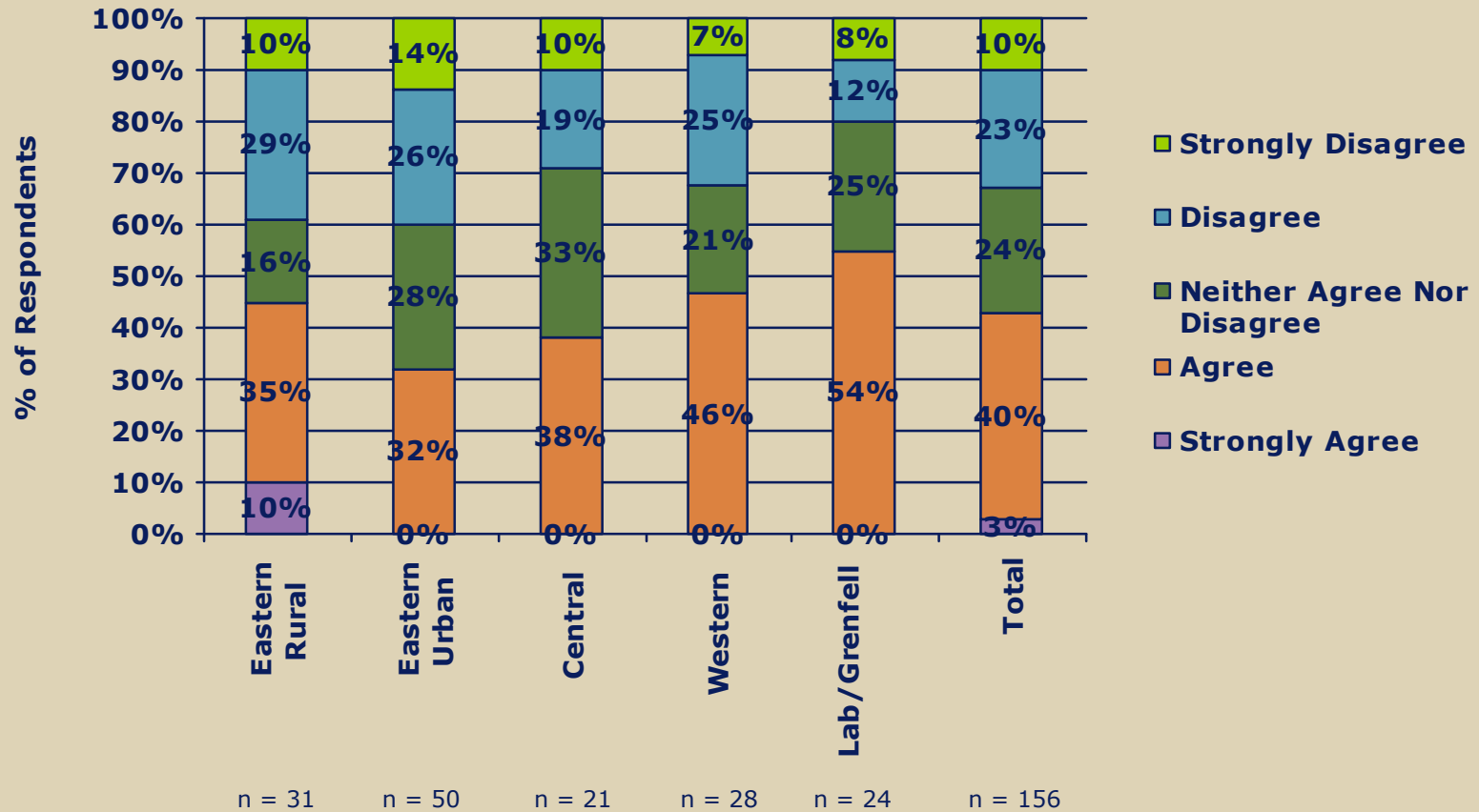
How strongly do you agree or disagree that I have the training I need to do my job effectively?



Less than 50% of all survey respondents reported they felt they had the required training to do their work efficiently. Central and Eastern Rural are least satisfied with training.

Technological tools

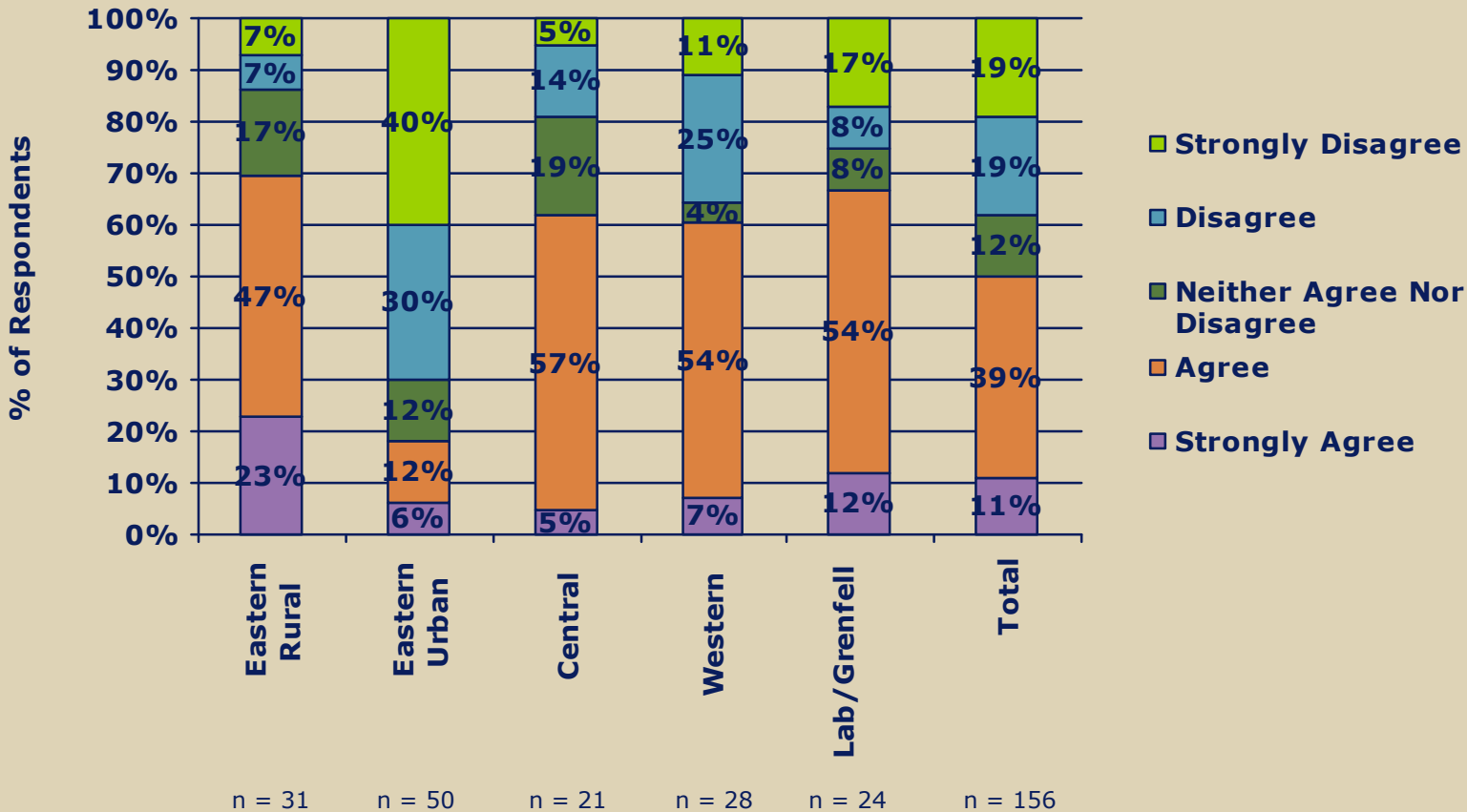
How strongly do you agree or disagree that I have the technological tools I need to do my job effectively?



Social worker respondents from Eastern Urban are the least confident they have the technological tools needed to do their job effectively.

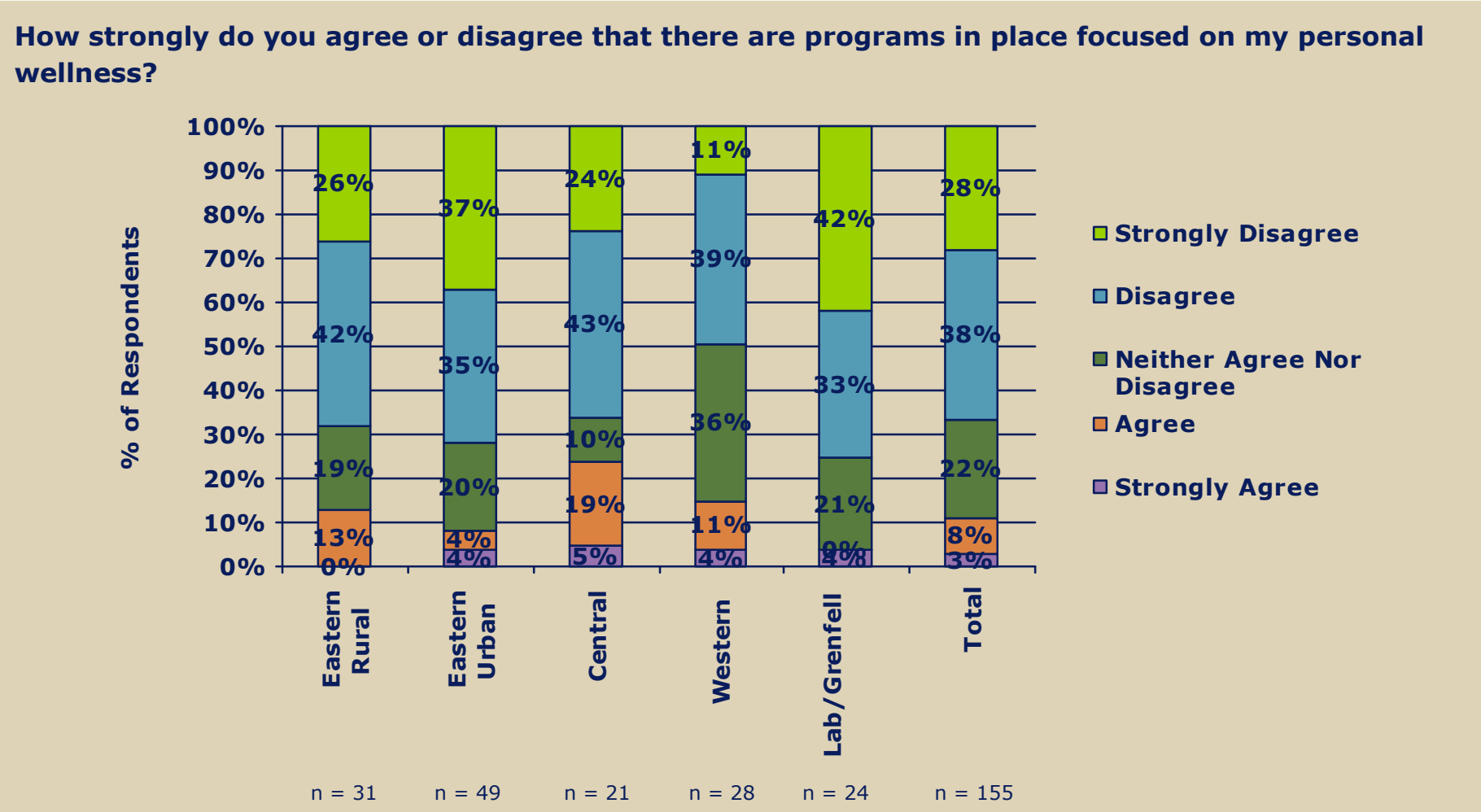
Physical space

How strongly do you agree or disagree that my physical work space is adequate?



70% of social worker respondents from Eastern Urban reported their physical work space is inadequate. Conversely, over 60% of survey participants from the remaining regions reported their physical work space is adequate.

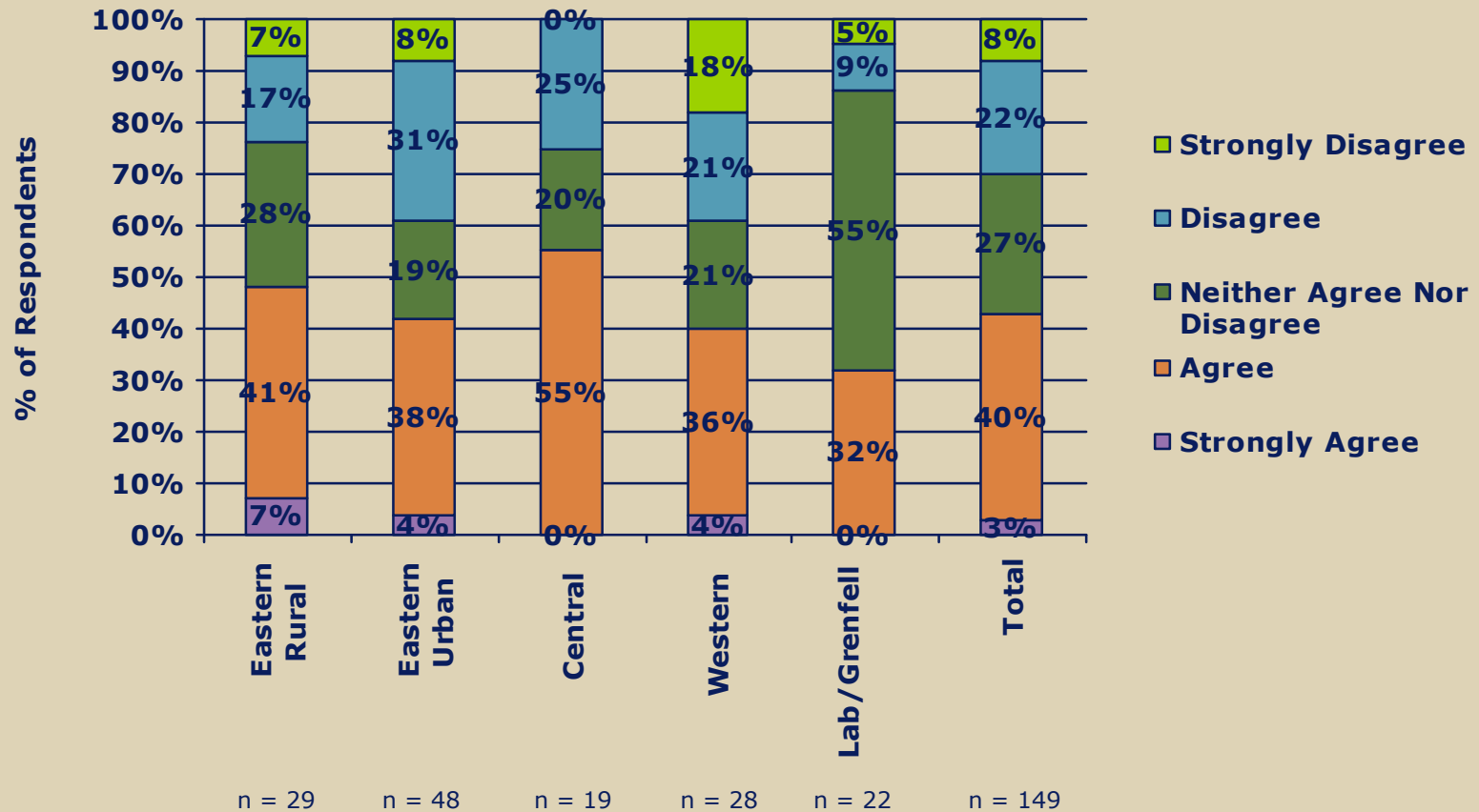
Personal wellness



With wellness programs awareness reported at 8% and 4% in Eastern Rural and Labrador/Grenfell, respectively, and the remaining regions reporting awareness levels of less than 25%, survey respondents clearly articulated the need for awareness campaigns in order to inform social workers of the programs and services that are available.

CRMS sharing of information

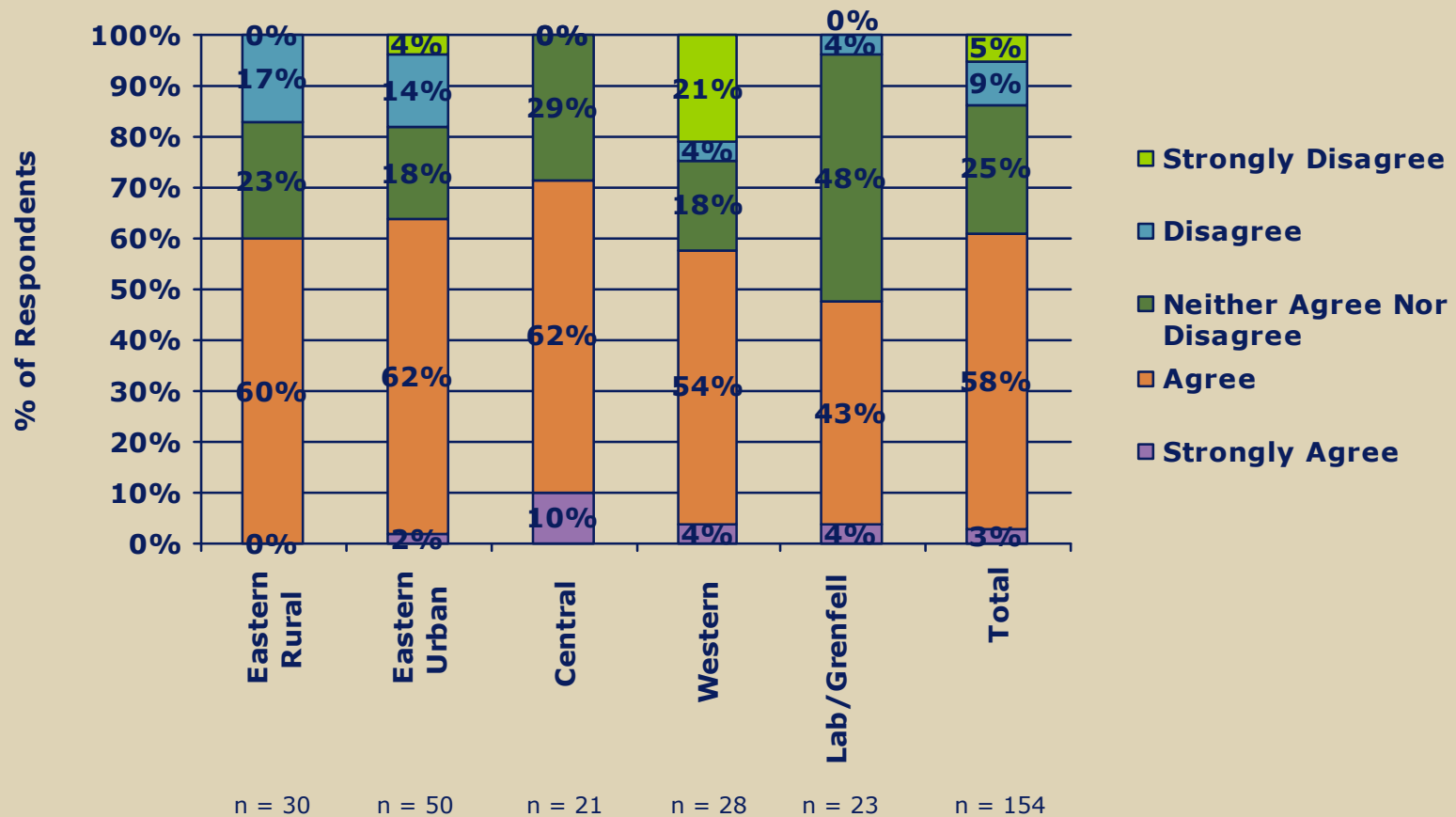
How strongly do you agree or disagree that CRMS allows for better sharing of information between child protection workers and managers?



Only one-third of Labrador/Grenfell social worker respondents reported they believe CRMS allows for better sharing of information compared to 55% of the respondents from Central.

CRMS standardized approach

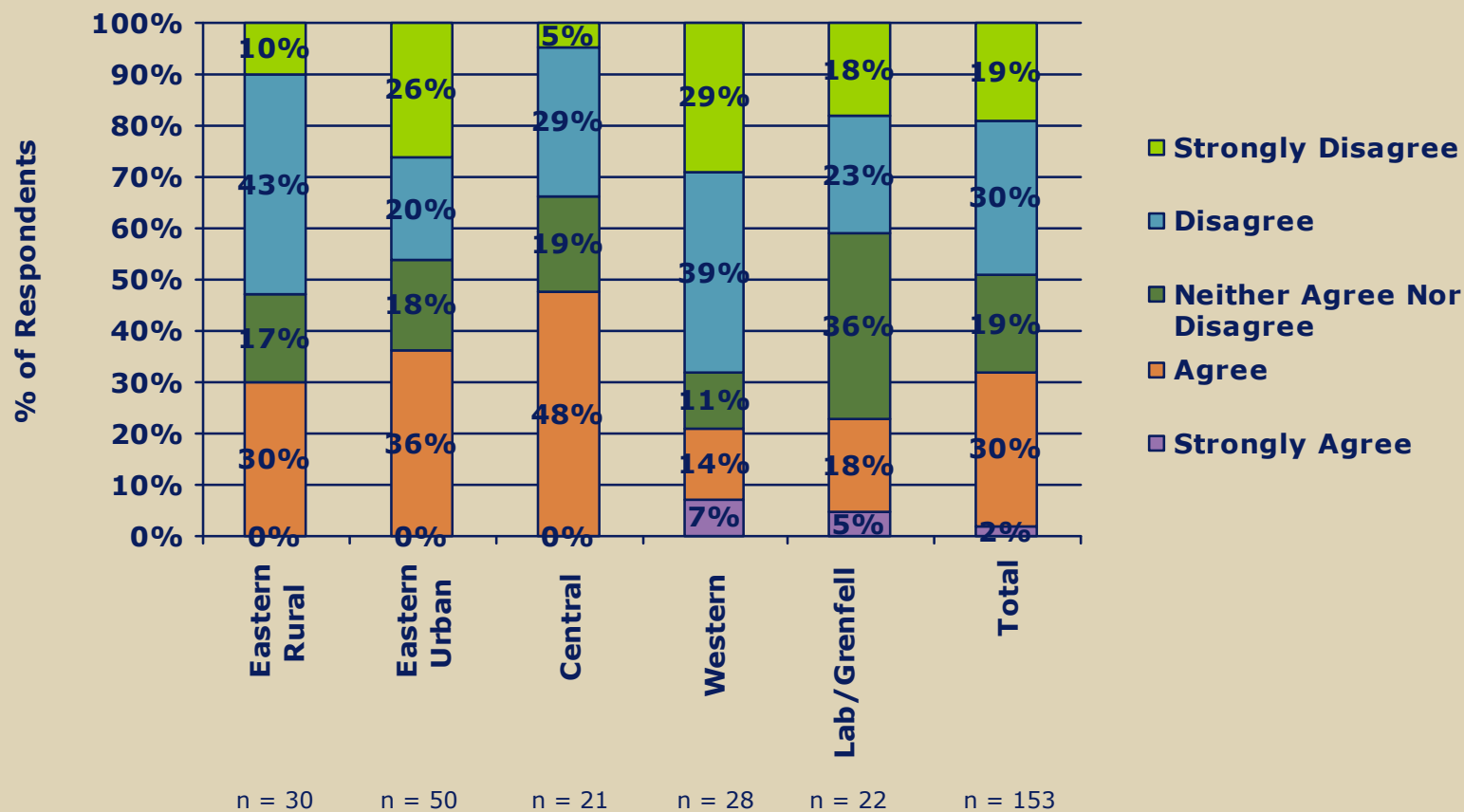
How strongly do you agree or disagree that CRMS allows for a standardized approach to documentation for child, youth and family services?



All regions reported 60% or more of survey respondents agreeing that CRMS allows for a standardized approach to documentation, with the exception of Labrador/Grenfell, which reported only 47% agreement.

CRMS accountability

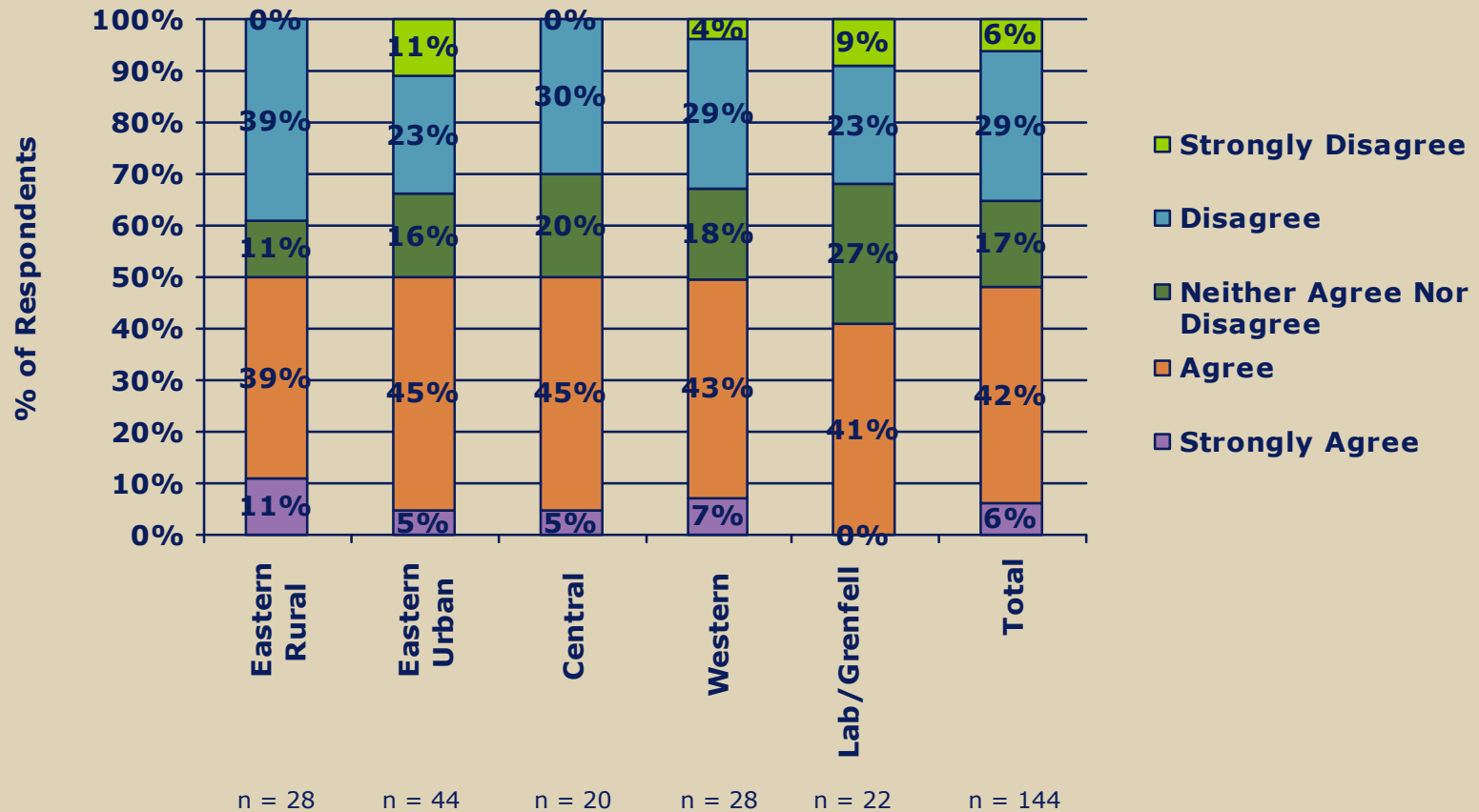
How strongly do you agree or disagree that CRMS has improved the accountability of social workers with respect to timely and complete documentation?



Social workers in Central reported most favourably that CRMS has improved the accountability of social workers while far fewer social workers in Western and Labrador/Grenfell responded favourably.

CRMS training

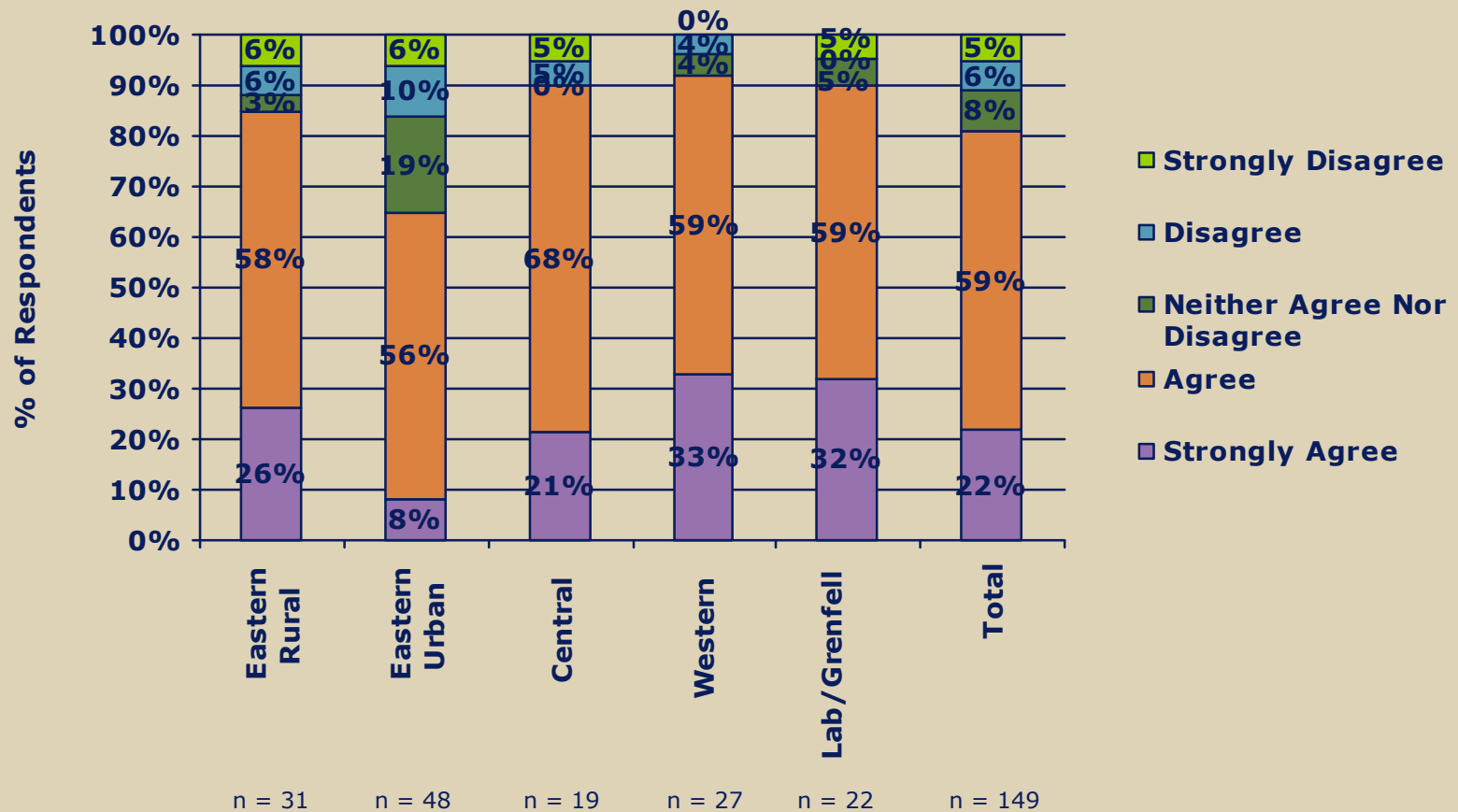
How strongly do you agree or disagree that I have received adequate training on CRMS?



All regions had approximately 50% of the survey respondents report that they had received adequate CRMS training, with the exception of Labrador/Grenfell social workers, that reported 41% of respondents having received adequate training.

CRMS contact information

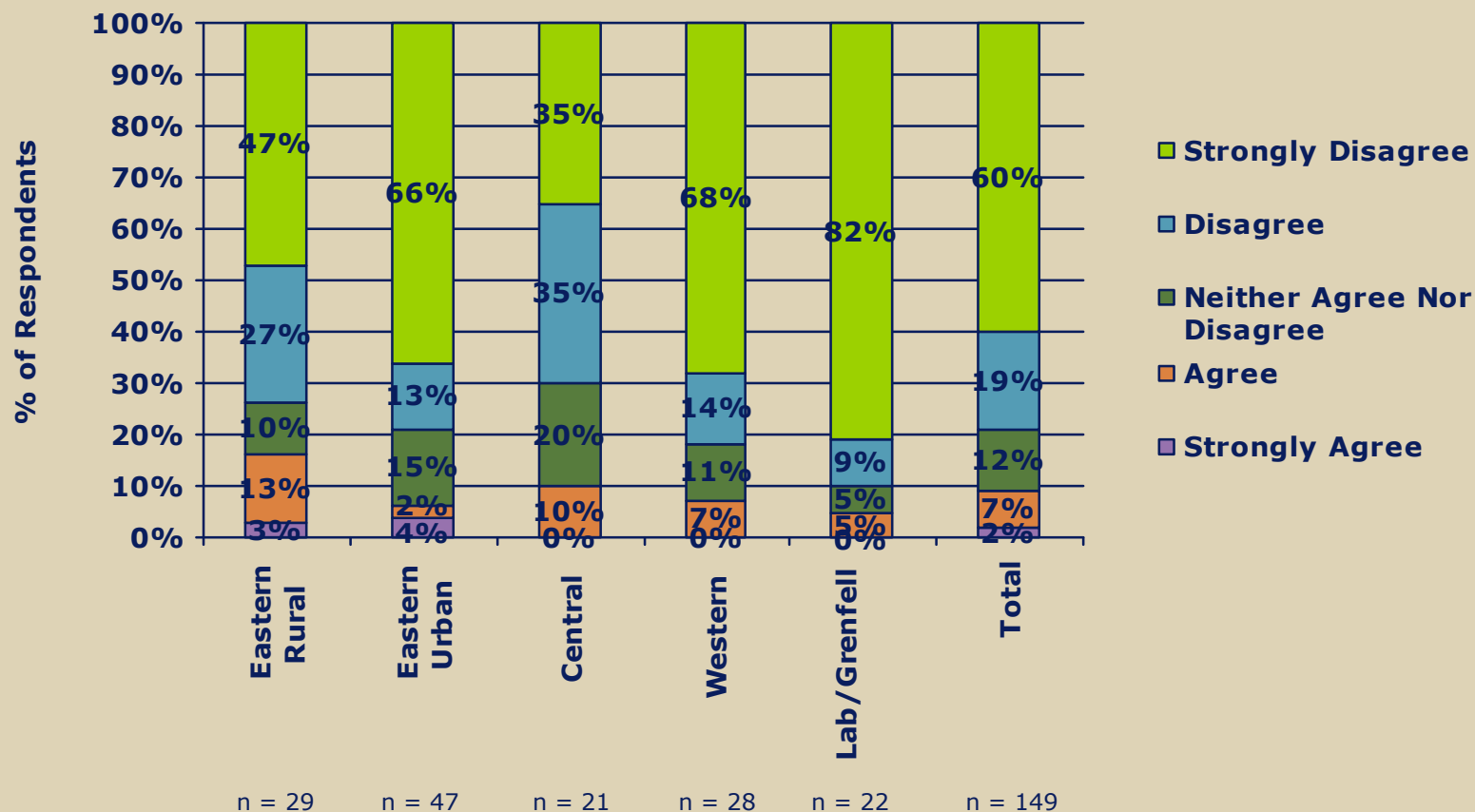
How strongly do you agree or disagree that I know who to call with questions about CRMS?



With the exception of Eastern Urban, social workers in all regions reported that they know who to call for CRMS support.

CRMS time restraints

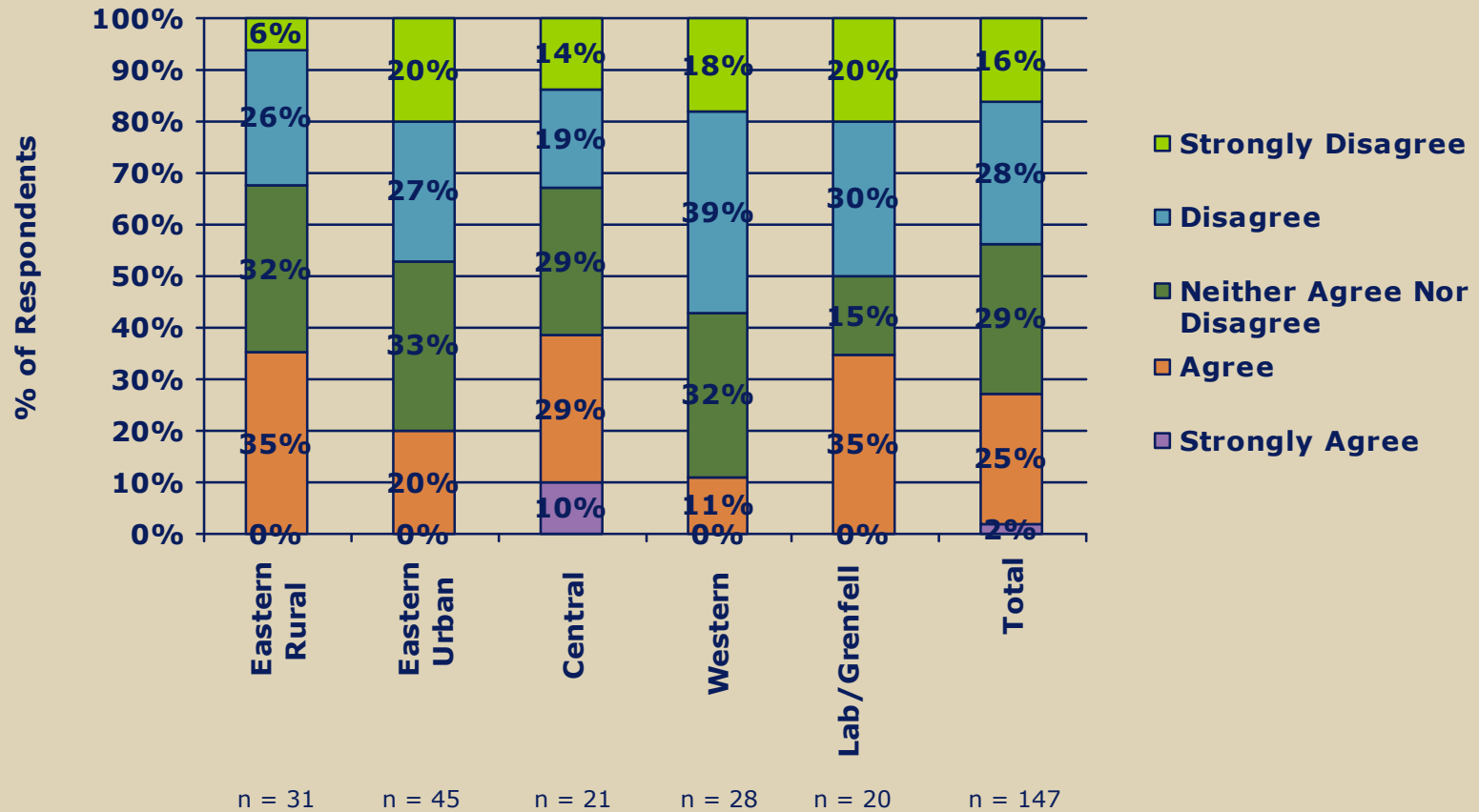
How strongly do you agree or disagree that I have sufficient time to complete CRMS documentation?



Consistently across all regions social workers feel they do not have sufficient time to complete CRMS documentation. Eastern Rural is slightly ahead of Central, and both are ahead of the other regions. This is expected given the two regions were the first to adopt the system.

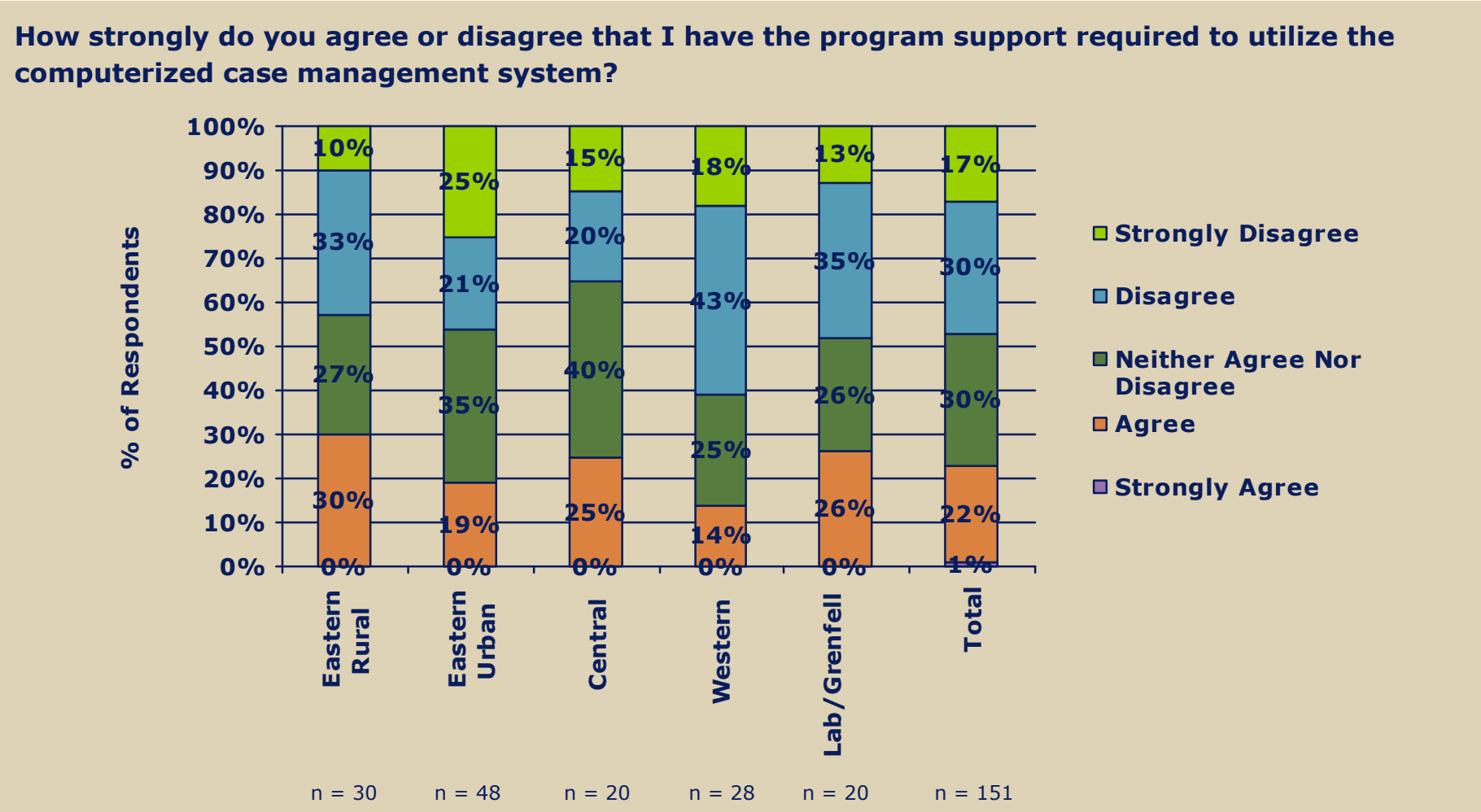
Technical support for risk management system

How strongly do you agree or disagree that I have the technical support required to utilize the computerized risk management system?



Social workers in Eastern Rural, Central and Labrador/Grenfell reported that between 35% to 40% of respondents feel they have the technical support they need to utilize the risk management system, while Western reported only 11% of respondents feel they have the desired support.

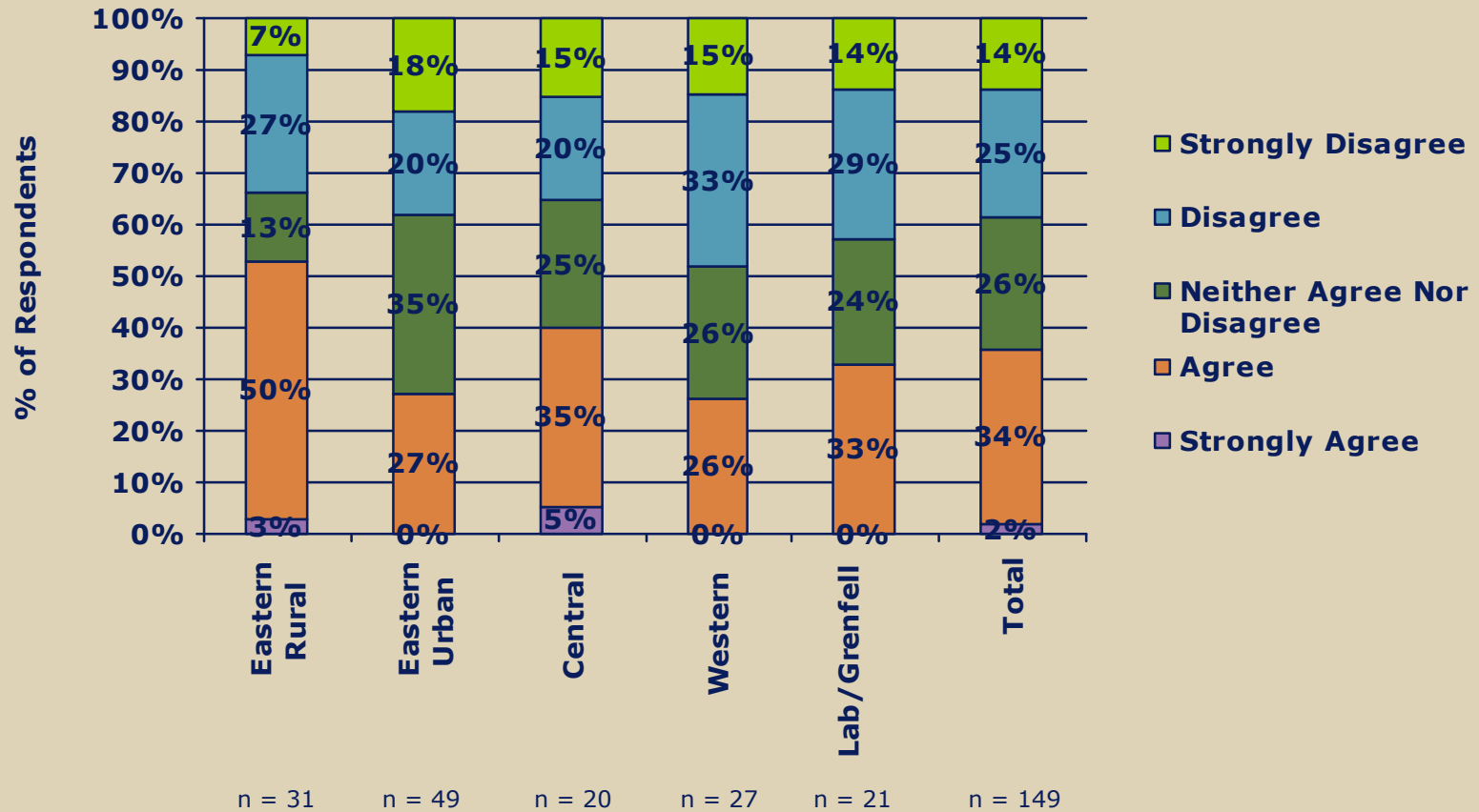
Program support for risk management system



Similar to the technical support, Western and Eastern Urban reported the lowest level of agreement for adequate program support.

Technical support for case management system

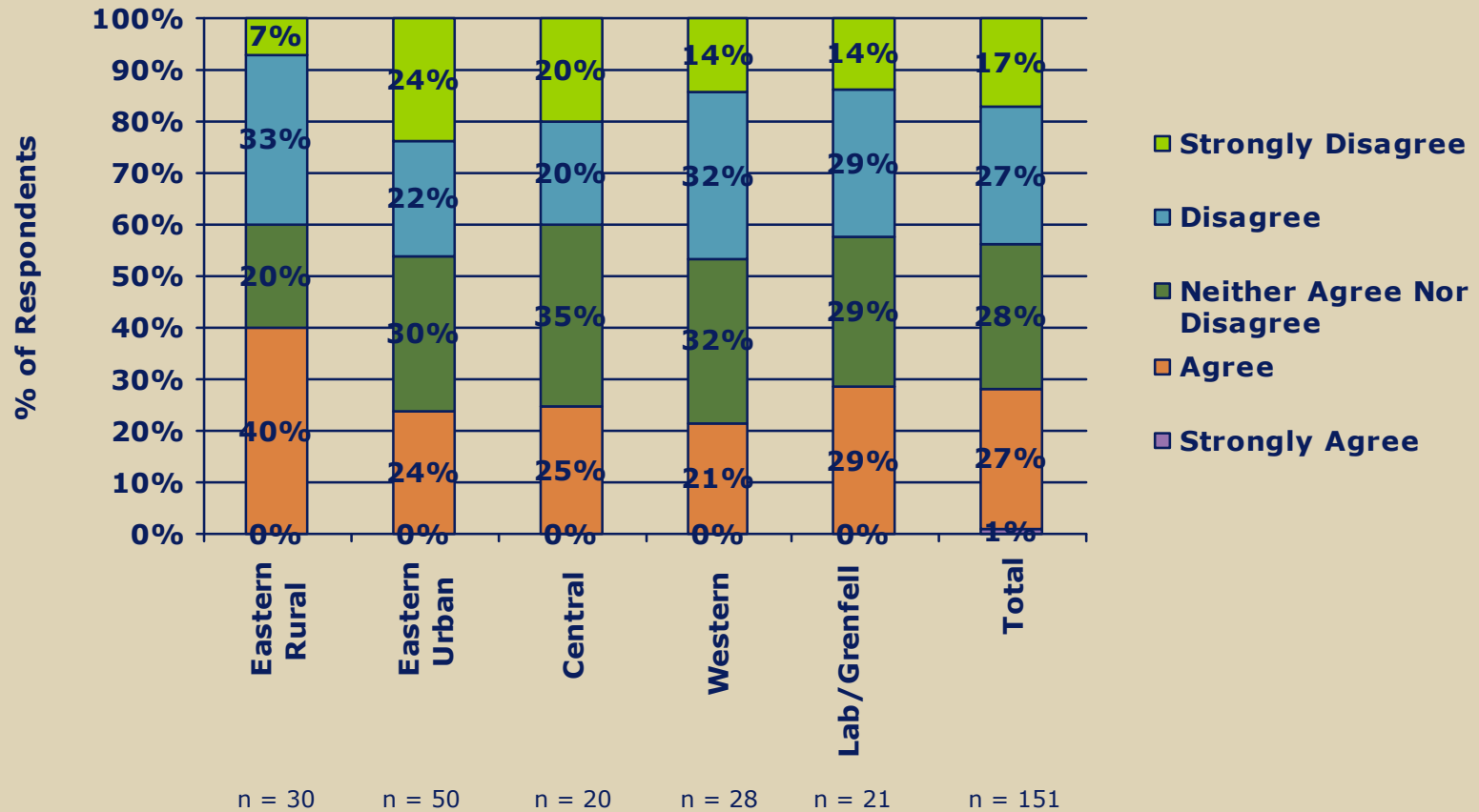
How strongly do you agree or disagree that I have the technical support I need to utilize the computerized case management system?



Approximately one in four Eastern Urban and Western social worker respondents reported they have the technical support required to utilize the case management system while only Eastern Rural noted greater than 50% agreement that they have the necessary support to use the system.

Program support for case management system

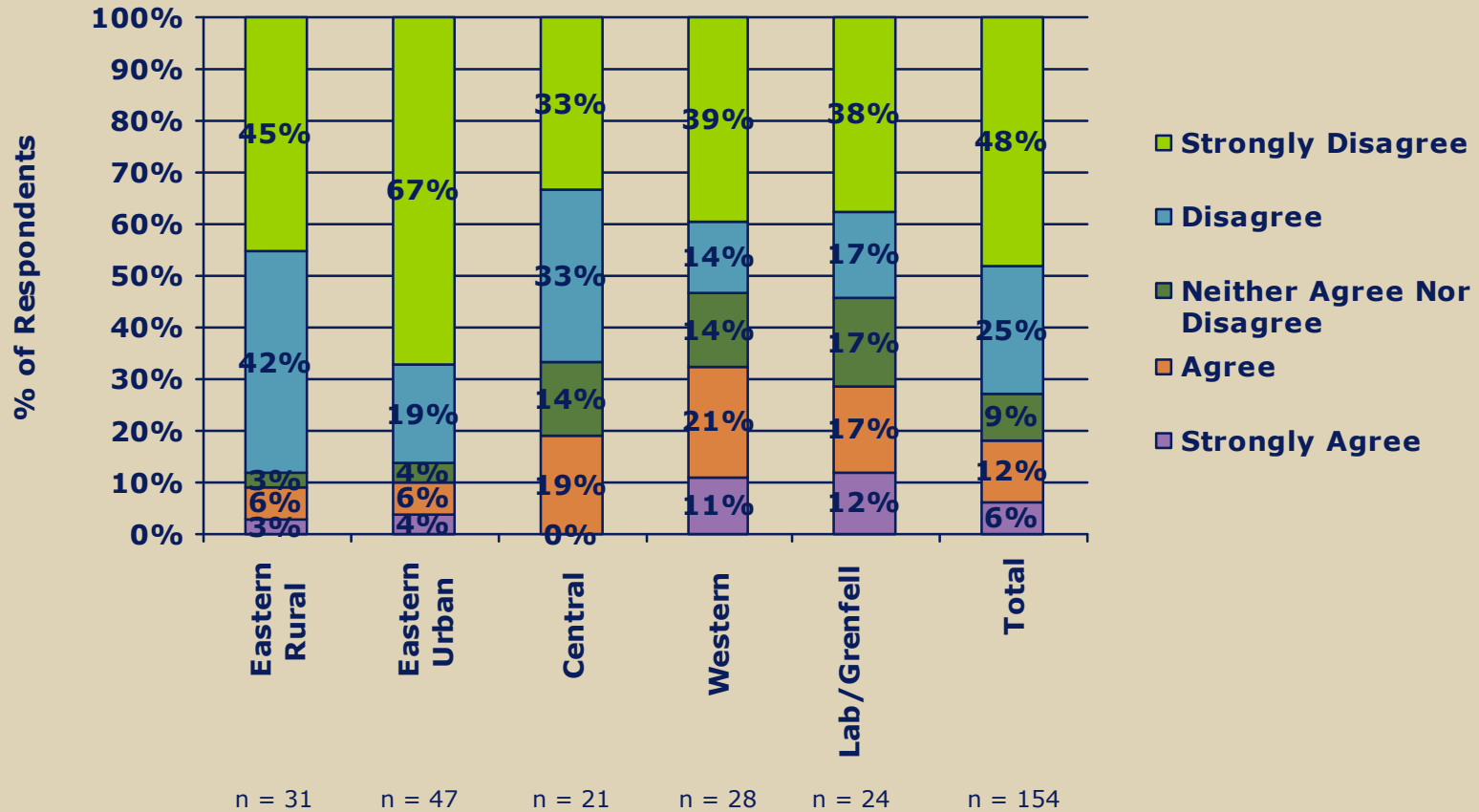
How strongly do you agree or disagree that I have the program support I need to utilize the computerized case management system?



Most social workers believe they do not have the program support they need to utilize the computerized case management system. Eastern Rural was most positive.

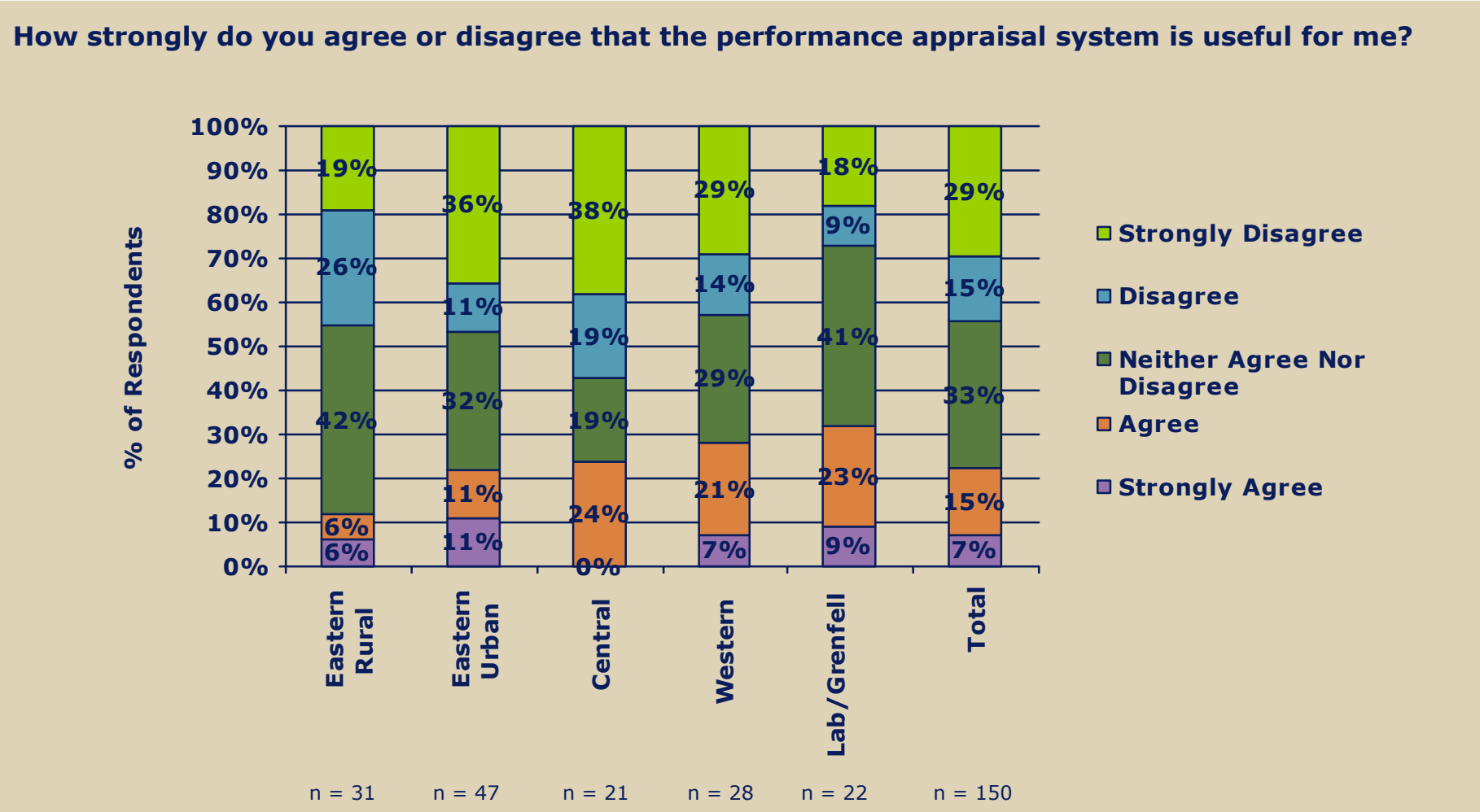
Performance appraisals

How strongly do you agree or disagree that I have regular performance appraisals?



Eastern Rural and Urban survey respondents were least likely to report that they have regular performance appraisals. Western leads all regions with 32% of social workers having regular appraisals.

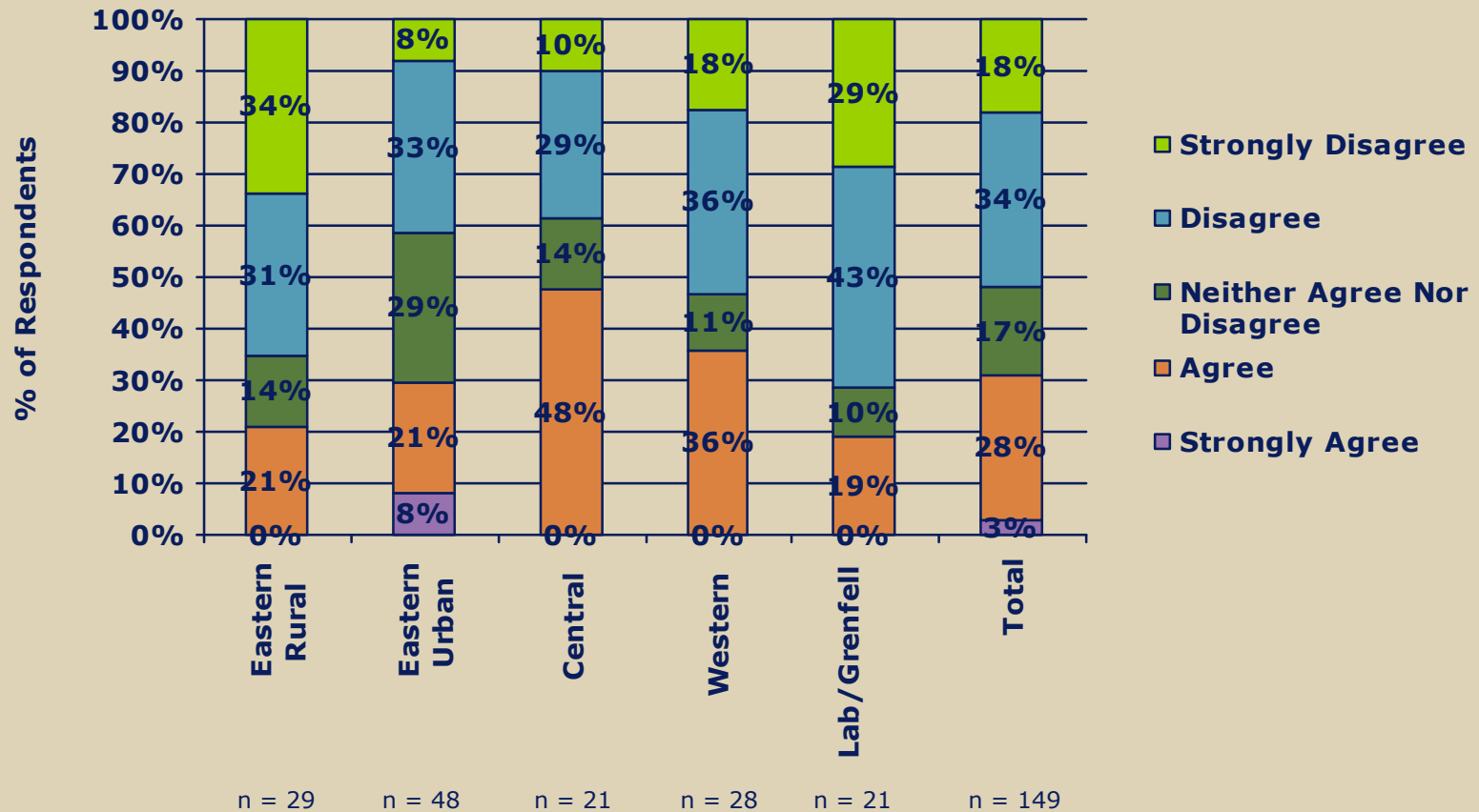
Performance appraisal system



Generally, support for performance appraisals is low, and far lower in Eastern Rural than other regions.

Access to community resources

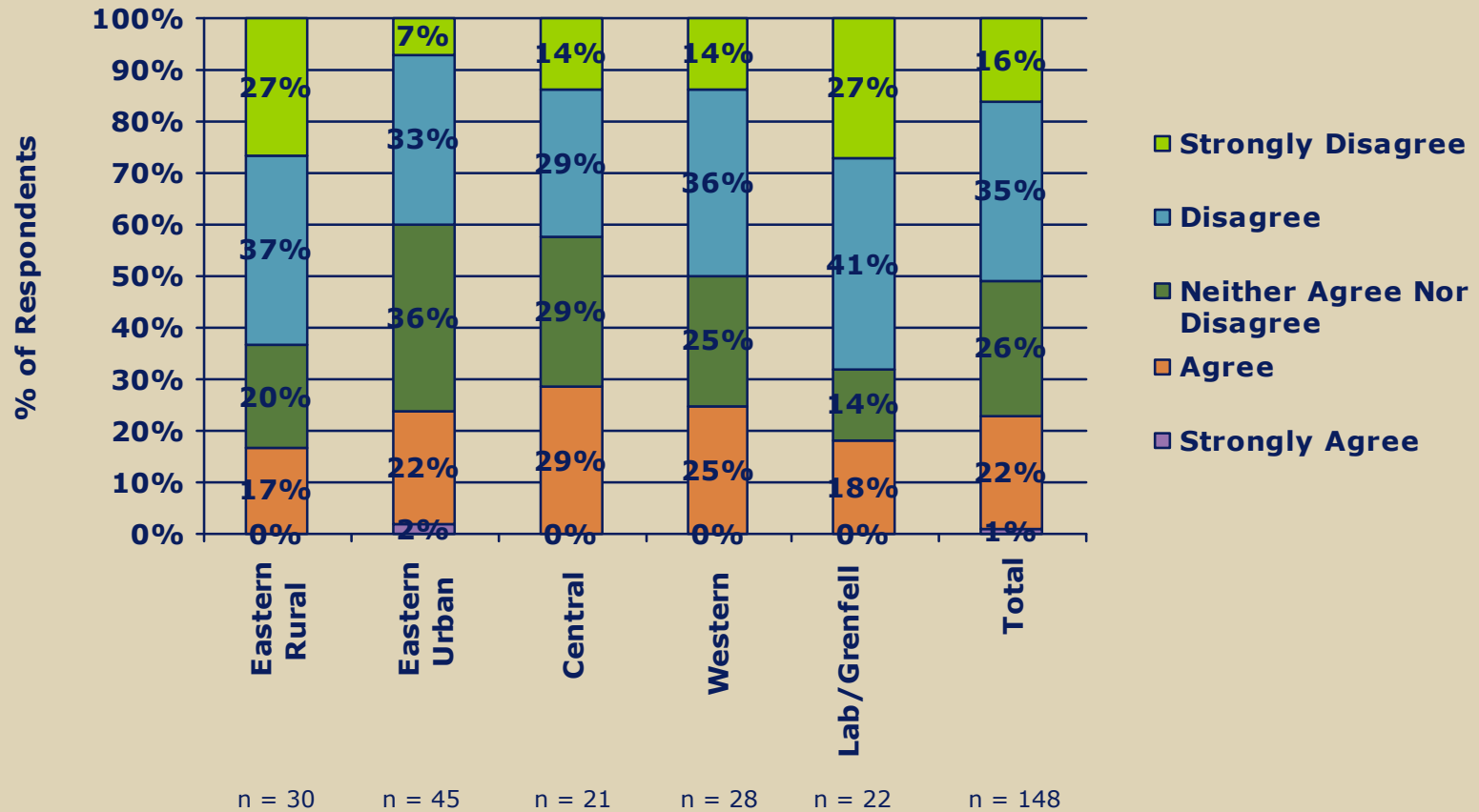
How strongly do you agree or disagree that I have access to the resources I need in my community?



Social workers in Central are more likely than other regions to believe that they have the necessary access to resources in the community.

Access to regional resources

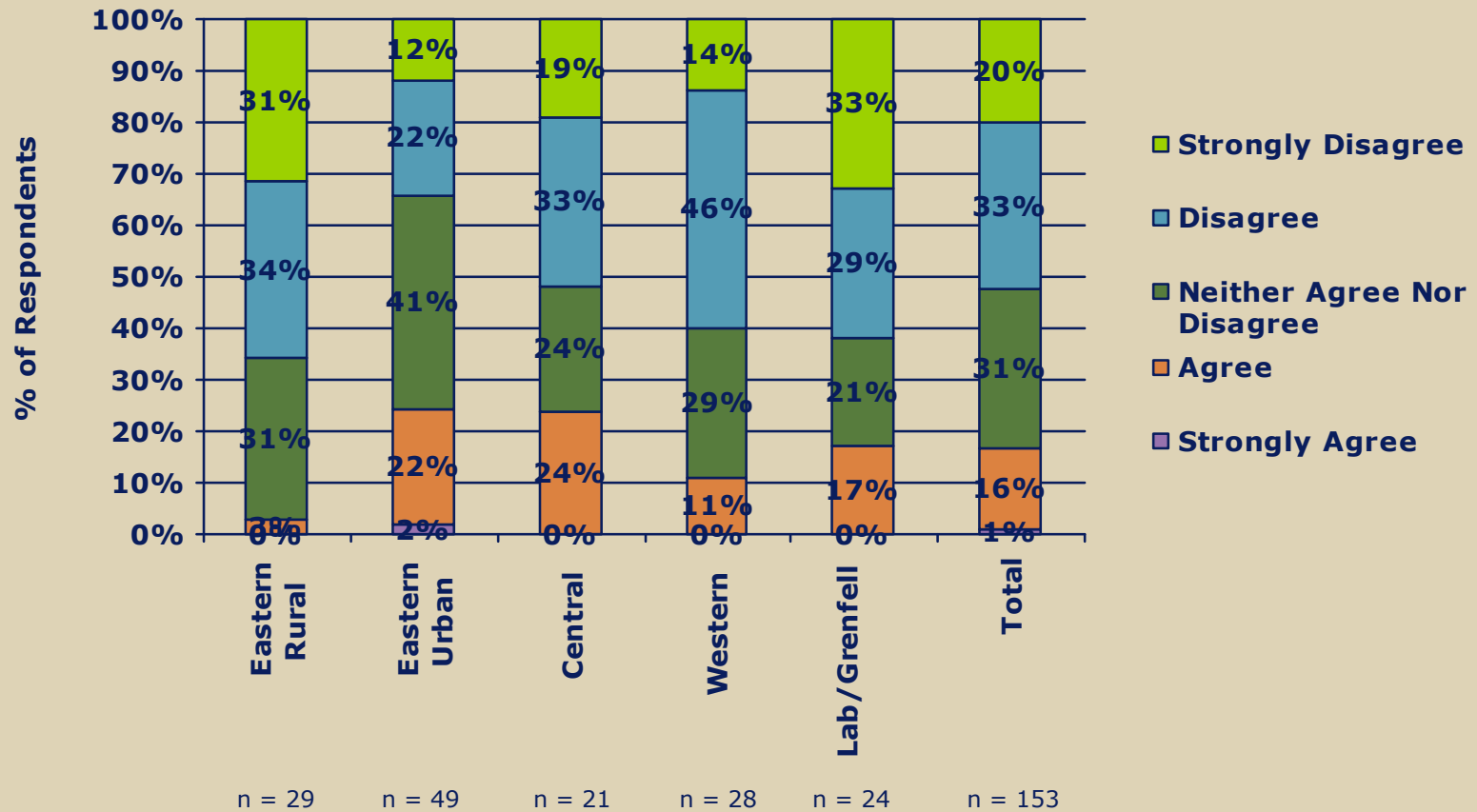
How strongly do you agree or disagree that I have access to the resources I need in my region?



Across all regions, social workers do not feel they have access to the resources they need in their region.

Access to Provincial resources

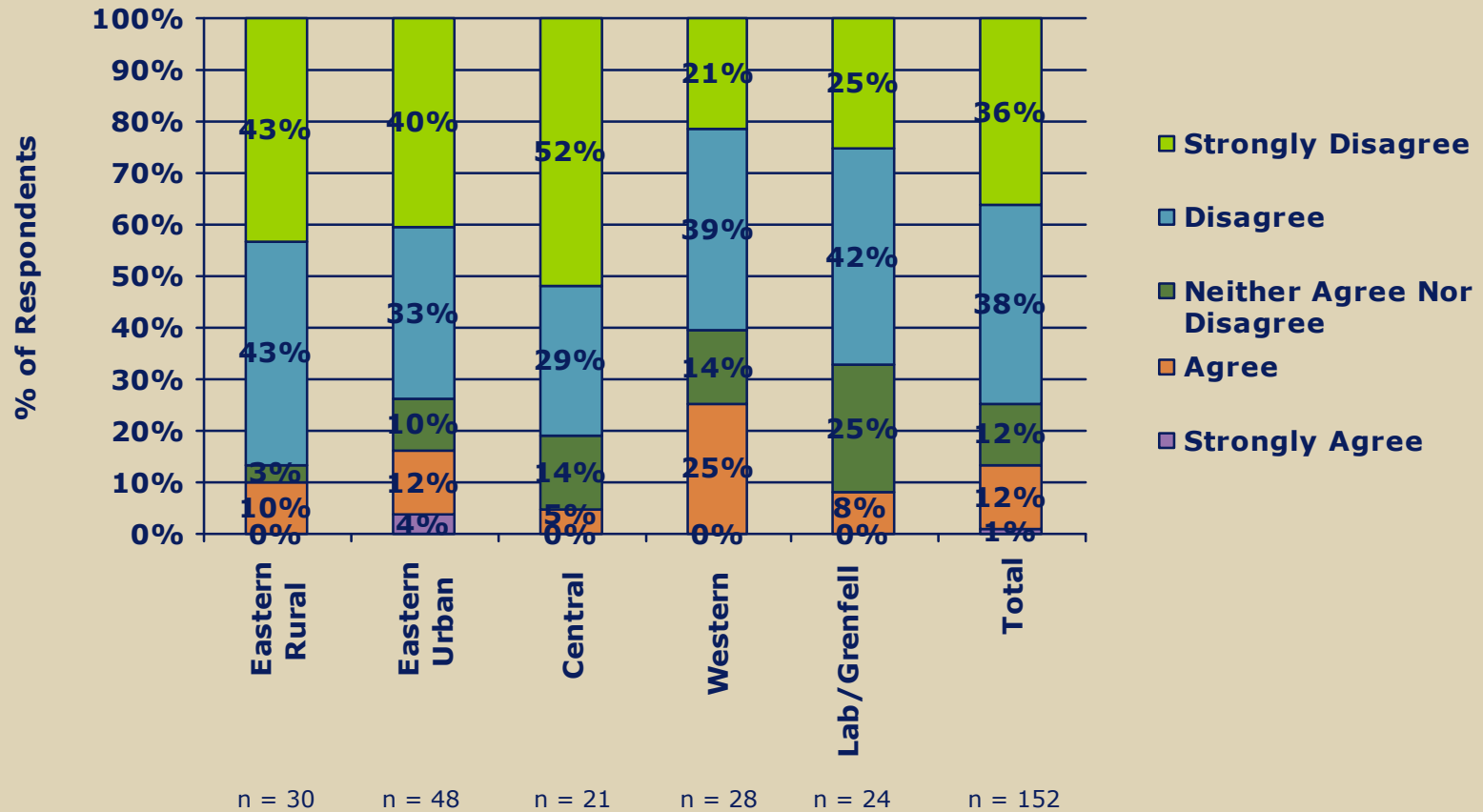
How strongly do you agree or disagree that I have access to the resources I need in the Province?



Social workers were even less satisfied with access to resources in the Province, particularly those in Eastern Rural.

Job safety

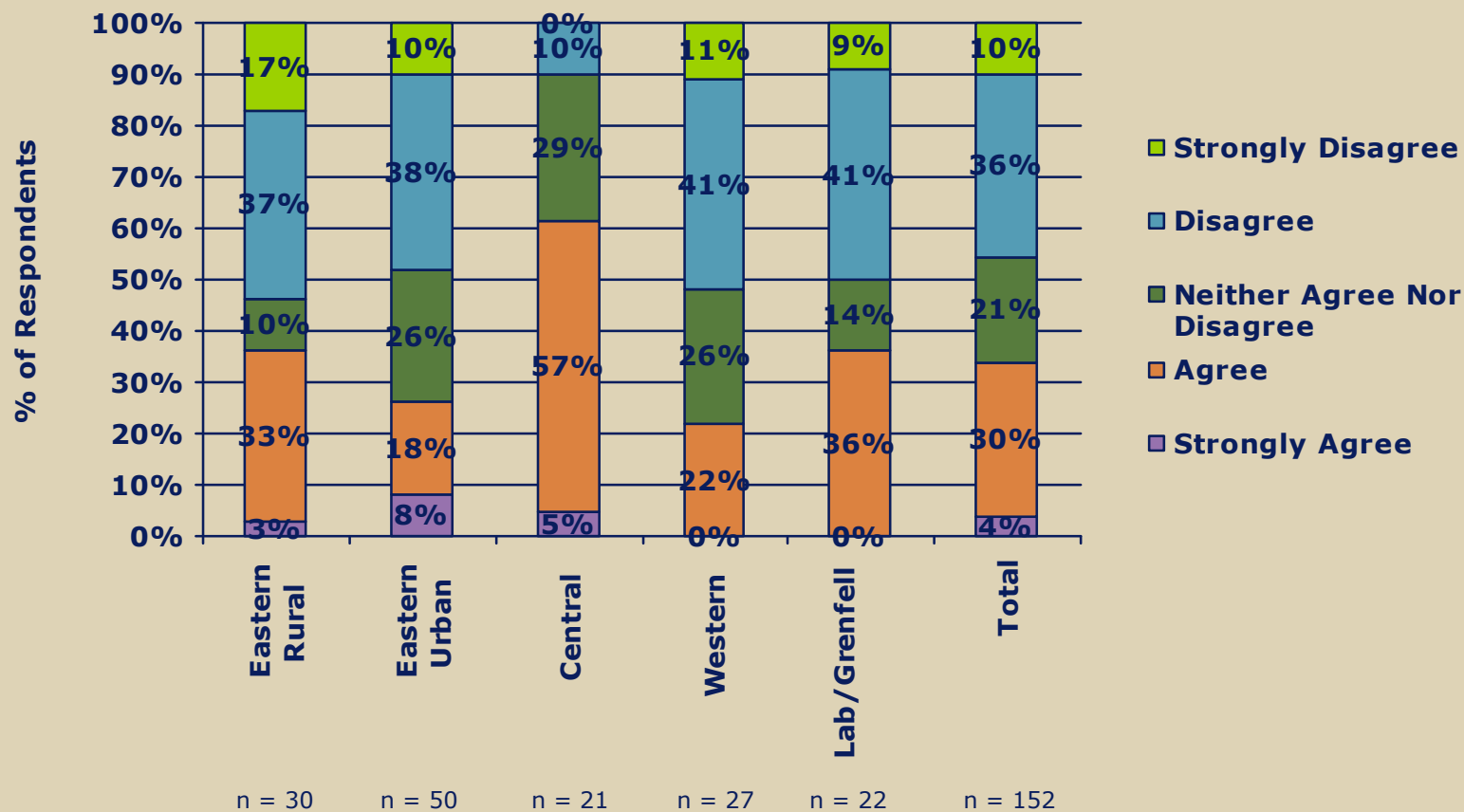
How strongly do you agree or disagree that supports are in place to ensure I am safe while on the job?



Social worker respondents from all regions indicated that they do not believe the supports are in place to ensure they are safe while on the job. Western is leading in the belief in supports to enhance an employee's safety at 25% of respondents while Central is lagging with only 5%.

Information received from outside parties

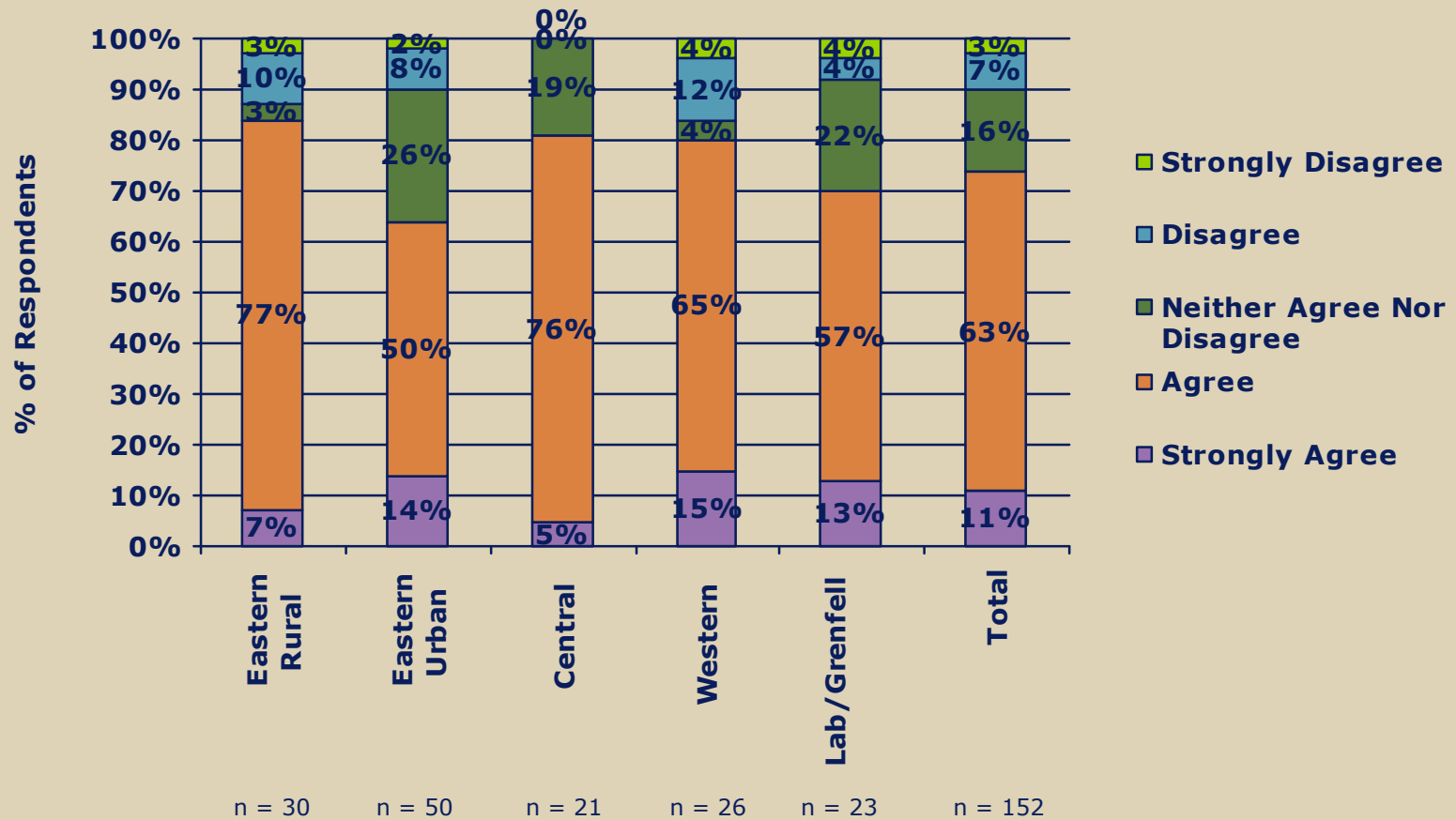
How strongly do you agree or disagree that I get the information I need from outside parties (e.g. RCMP, schools, health practitioners) to do my job effectively?



Central social workers were significantly more likely than other to believe that they access the information they require from outside parties.

Information provided to outside parties

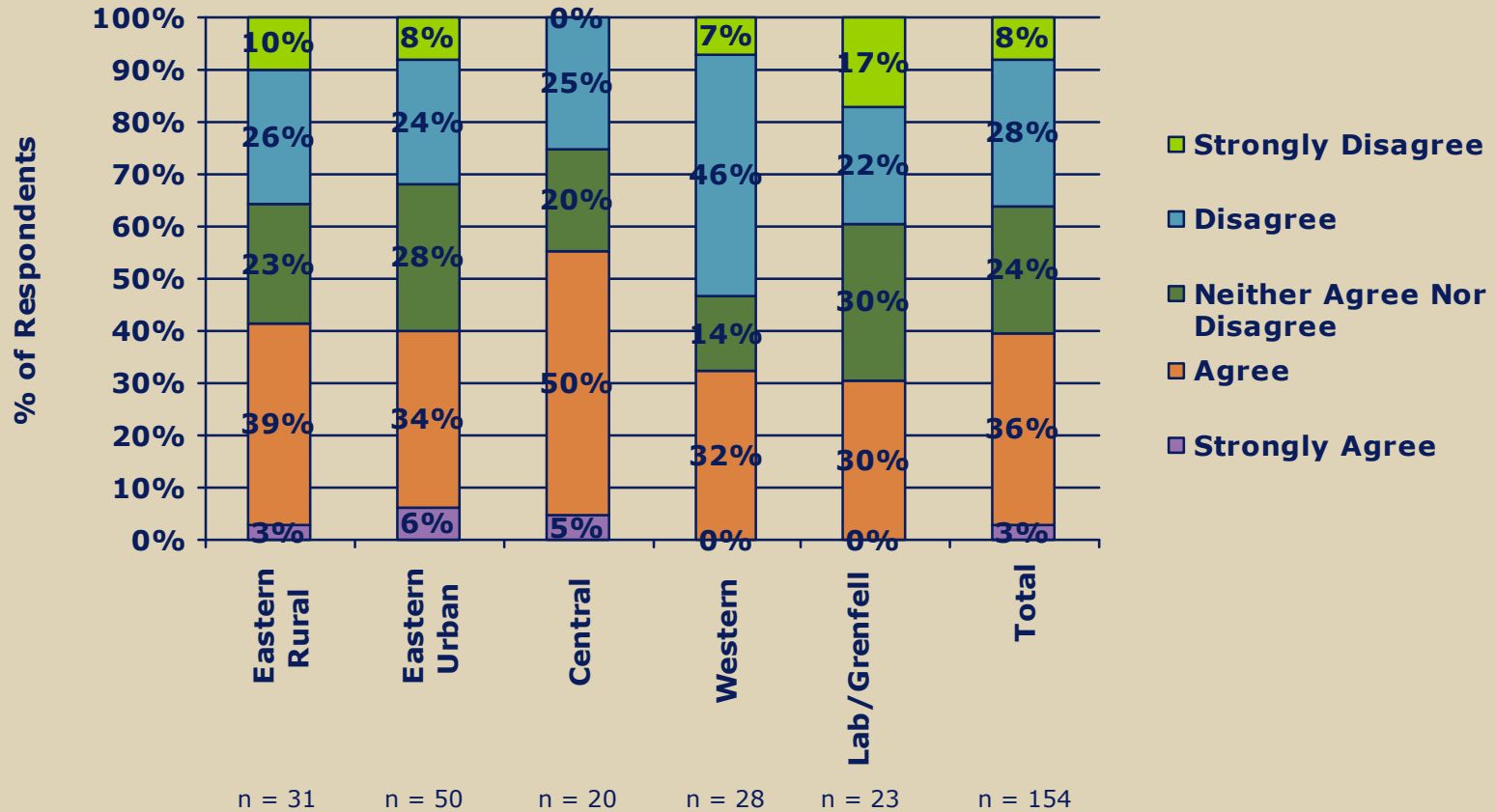
How strongly do you agree or disagree that I provide the information needed by outside parties (e.g. RCMP, schools, health practitioners) to enable them to do their jobs effectively?



All regions, with the exception of Eastern Urban at 64%, have an agreement of 70% or more with respect to them providing information needed by outside parties.

Information received from parties within region

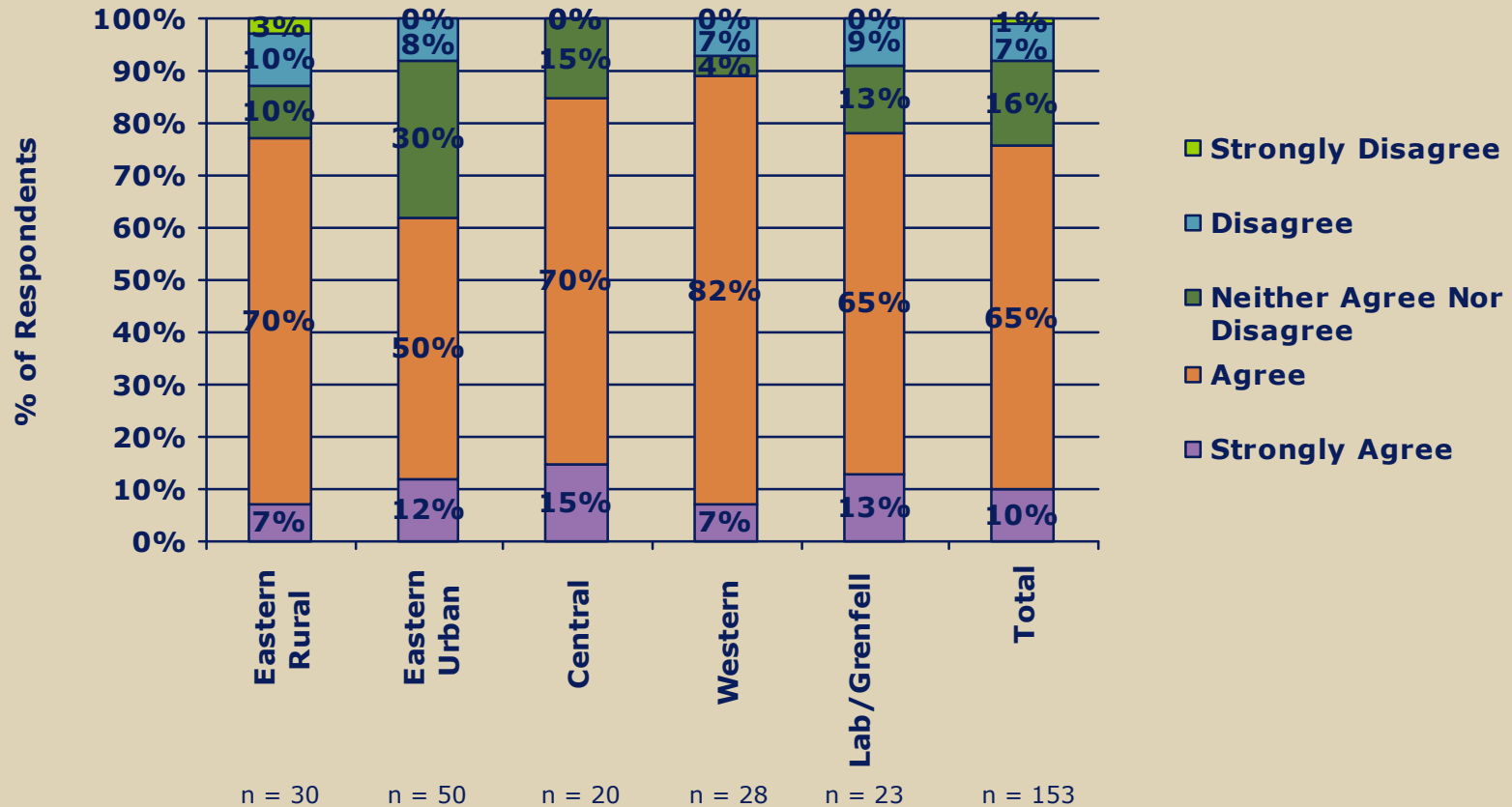
How strongly do you agree or disagree that I get the information I need from parties within my region (e.g. Addictions, Mental Health, Public Health) to do my job effectively?



Social worker respondents from Central were significantly more likely than others to believe they get the information they need from parties within their region.

Information provided to parties within region

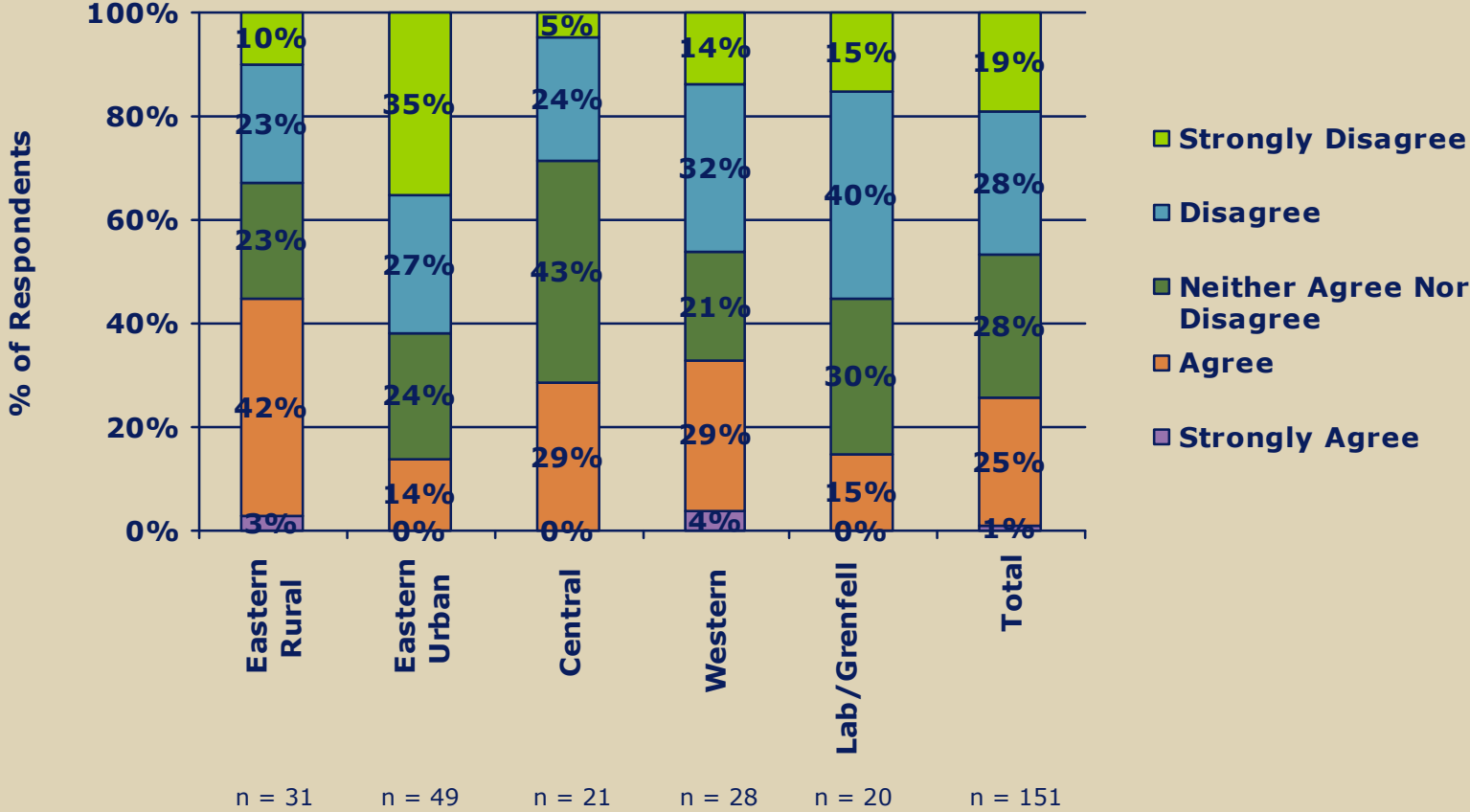
How strongly do you agree or disagree that I provide the information needed by parties within my region (e.g. Addictions, Mental Health, Public Health) to enable them to do their job effectively?



All regions, with the exception of Eastern Urban, are approximately 80% or more in agreement that they provide the information needed by parties within their Authority. At only 62% agreement, Eastern Urban lags the other regions.

Parental visits

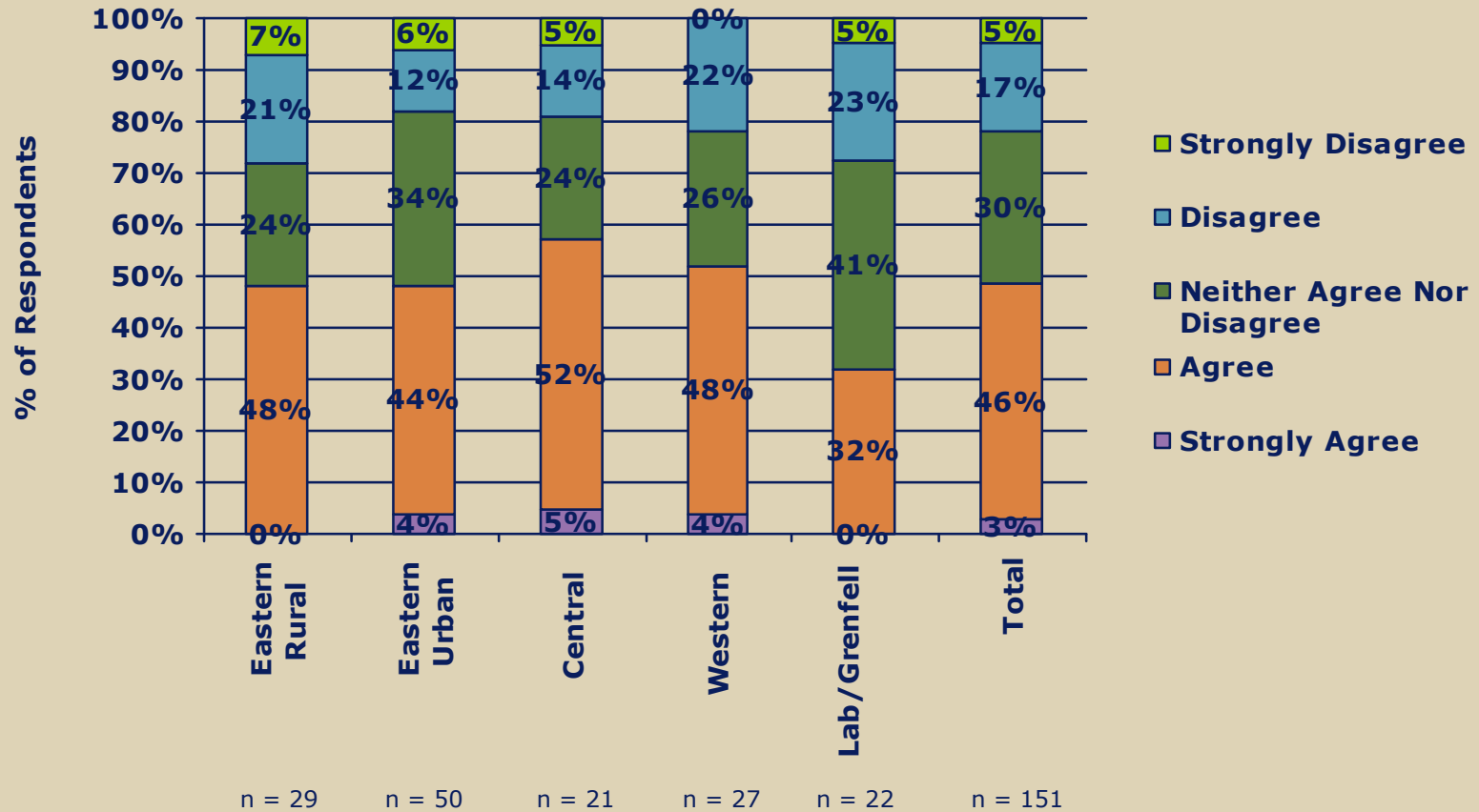
How strongly do you agree or disagree that I have the support I need to ensure that parental visits are provided efficiently?



Eastern Urban (14%) and Labrador/Grenfell (15%) had the lowest reported agreements with respect to having the required support they need for parental visits, while Eastern Rural (45%) reported the highest agreement for having the necessary support.

Opportunities for collaboration

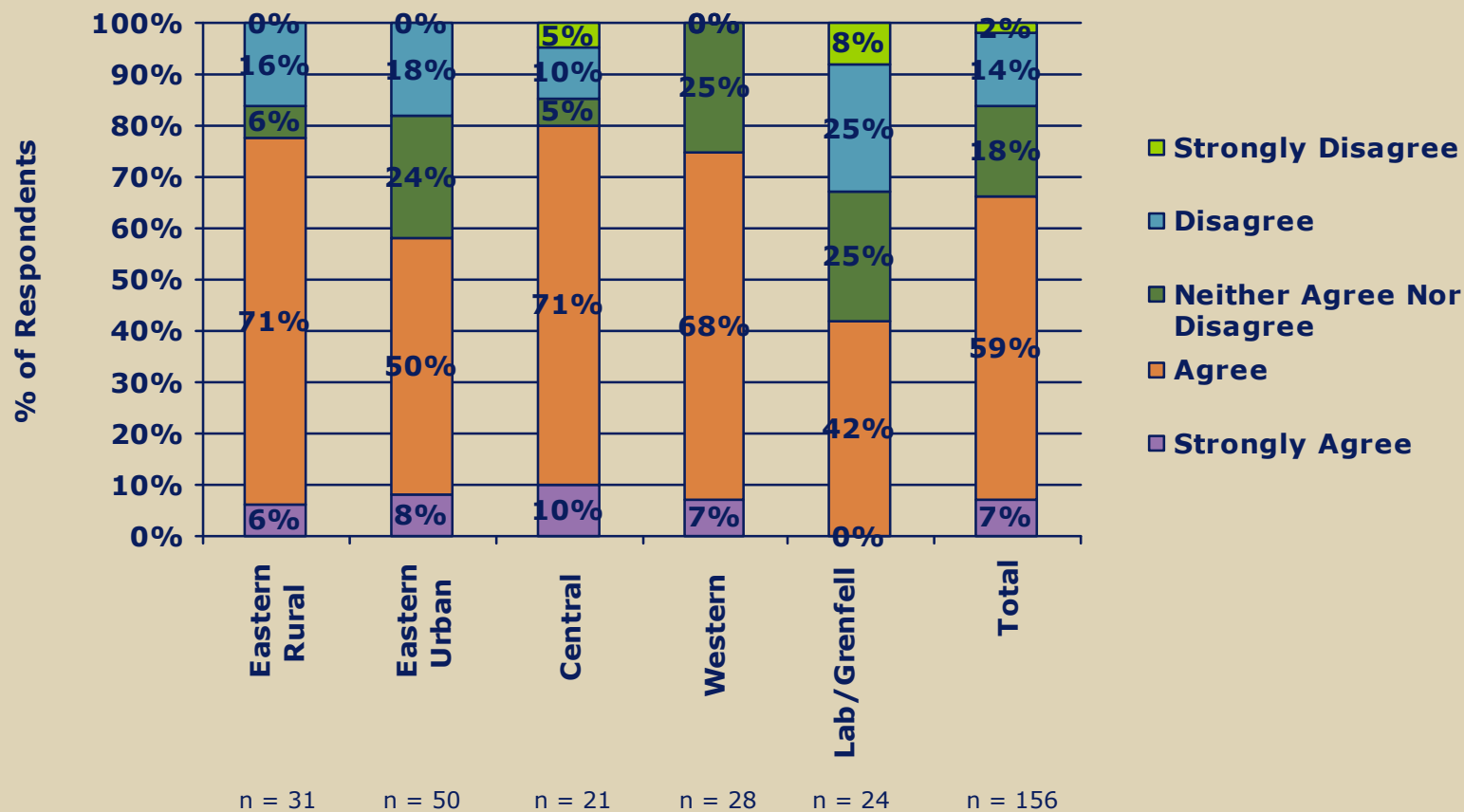
How strongly do you agree or disagree that I have opportunities for collaboration?



All regions reported approximately 50% of social workers were in agreement that they have opportunities for collaboration with the exception of Labrador/Grenfell, whereby only 32% were in agreement.

Opportunities to participate in case conferences

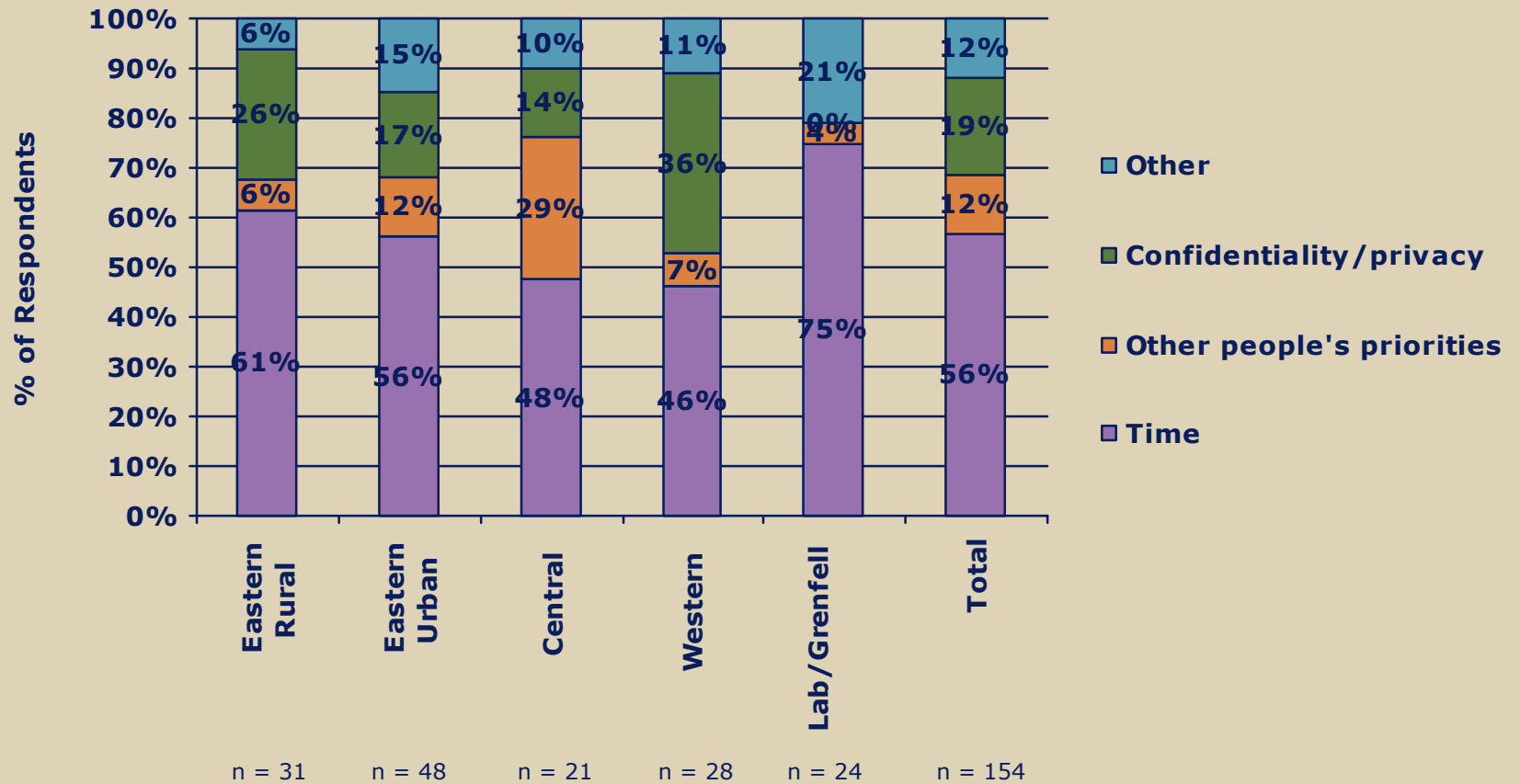
How strongly do you agree or disagree that I have opportunities to participate in case conferences such as ISSP meetings?



Labrador/Grenfell at 42% was significantly lower in agreement of having opportunities to participate in case conferences as compared to the other regions.

Collaboration

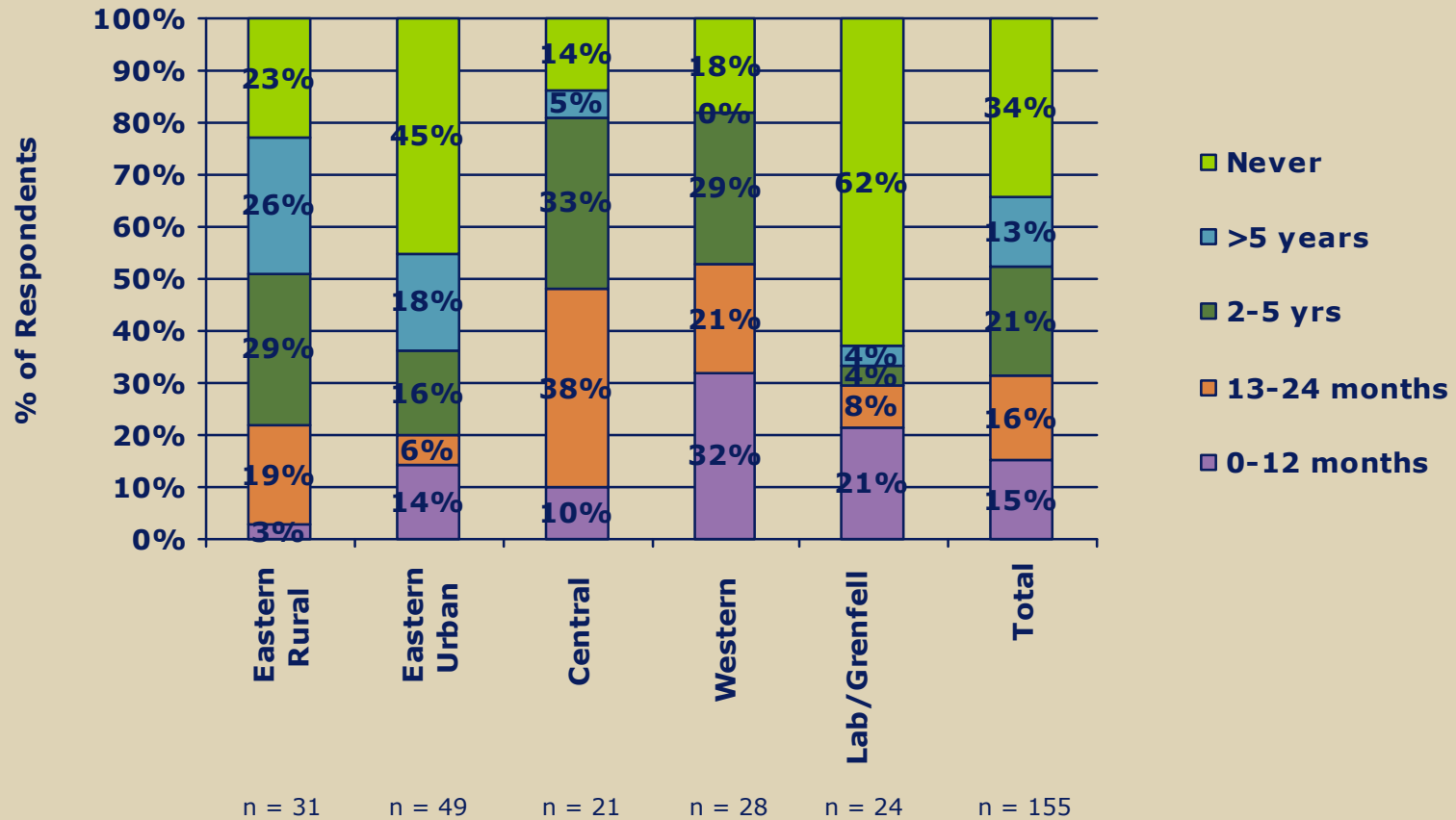
What is the primary factor that prevents you from collaborating more?



Time was consistently reported as the primary factor that prevents participation in collaboration. In Western, confidentiality/privacy is also a major factor, while other people's priorities are a major factor in Central.

Performance appraisal

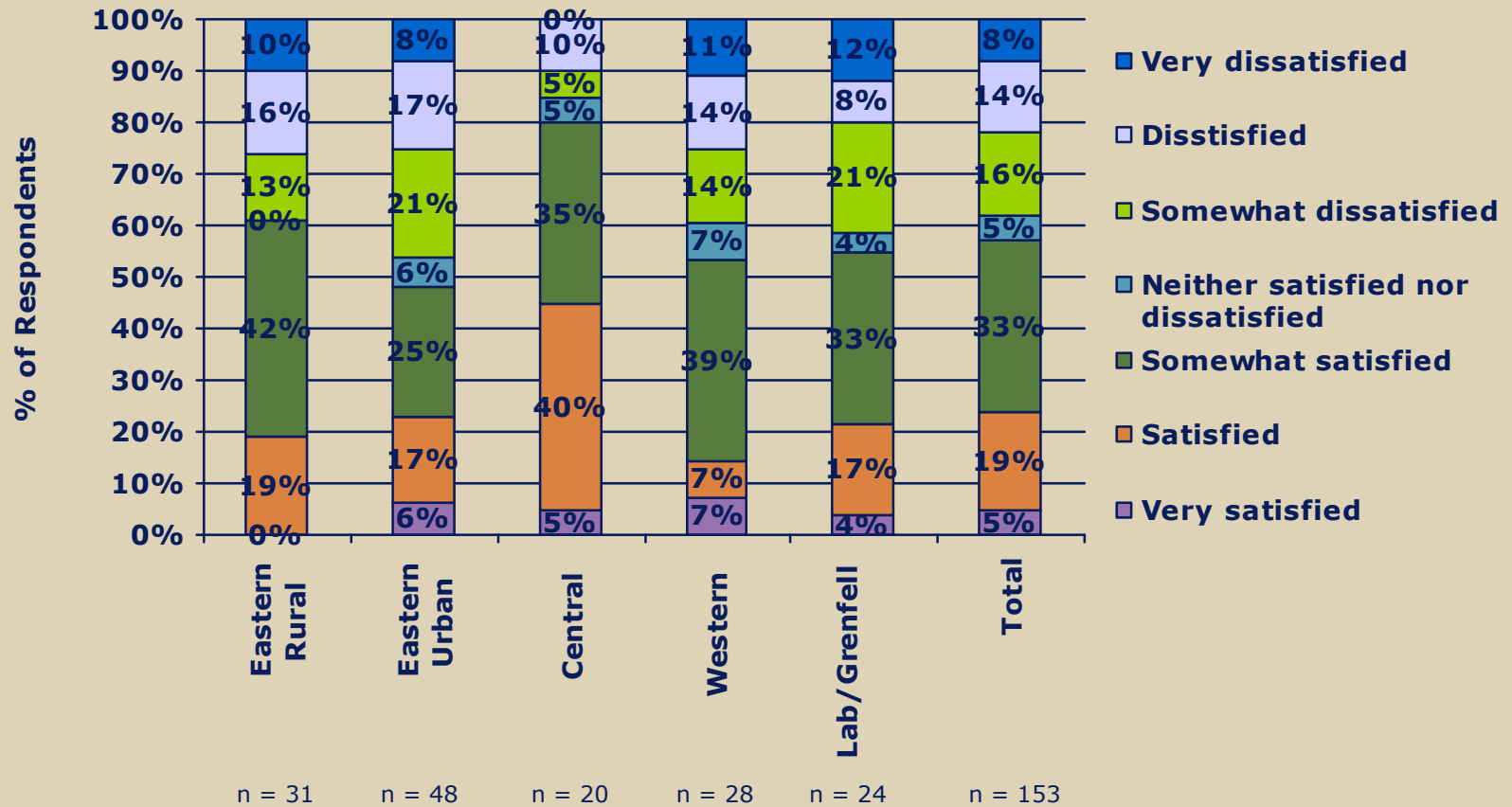
My last performance appraisal was conducted within the last:



Labrador/Grenfell and Eastern Urban respondents have significant numbers of social workers who have never had a performance appraisal. Over 50% of social workers in Eastern Rural and Urban plus Labrador/Grenfell have either never completed an appraisal or it has been more than five years since their last appraisal was conducted.

Job satisfaction

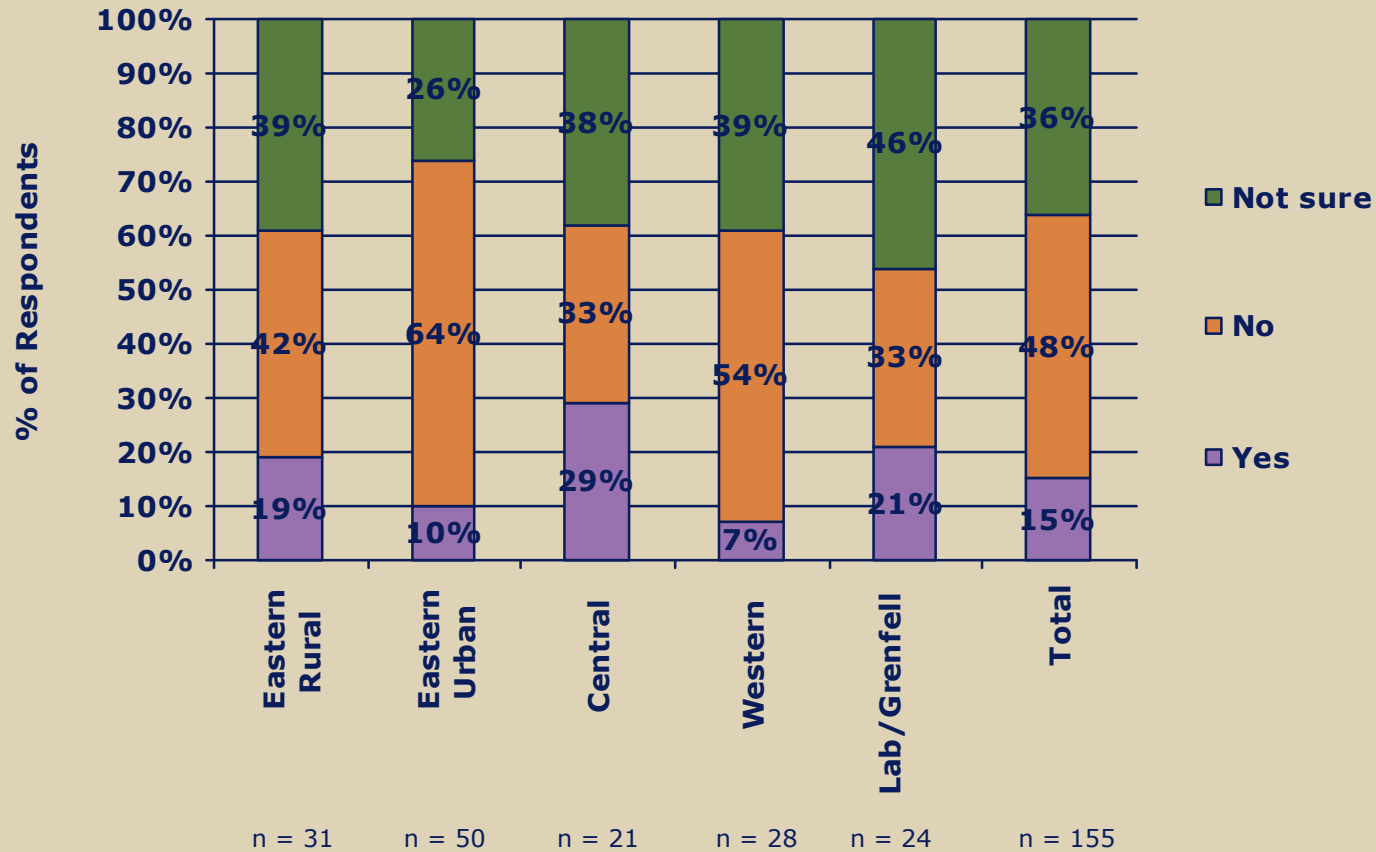
How would you rate your overall satisfaction with your job?



The range in overall job satisfaction across the regions is from a low of 48% (including somewhat satisfied) in Eastern Urban to a high of 80% in Central.

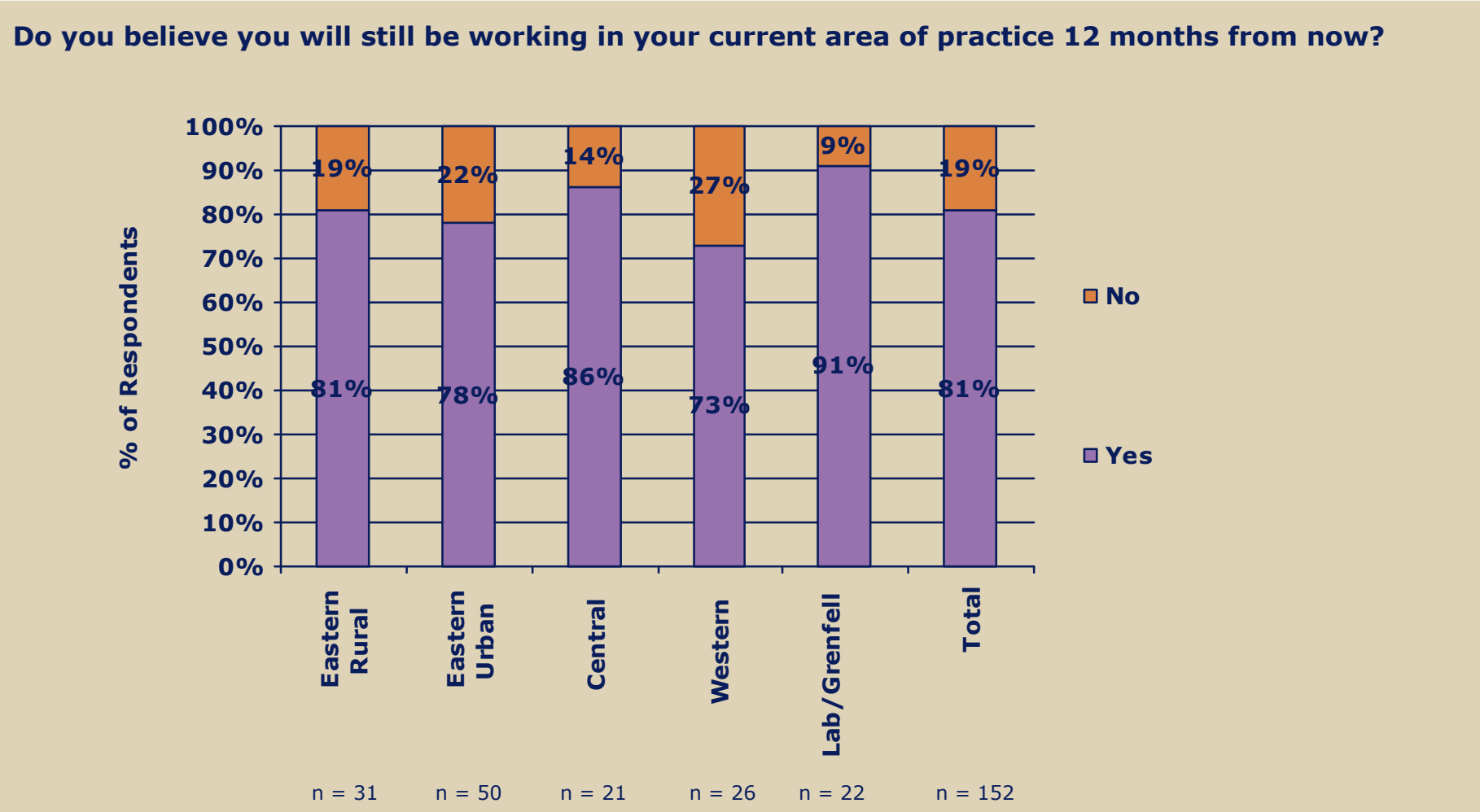
Organization recommendation

Would you recommend to a friend that they come to work for your organization?



Social workers in Central are most likely to recommend their organization to a friend, whereas Western and Eastern Urban are least likely. Results are low in all regions.

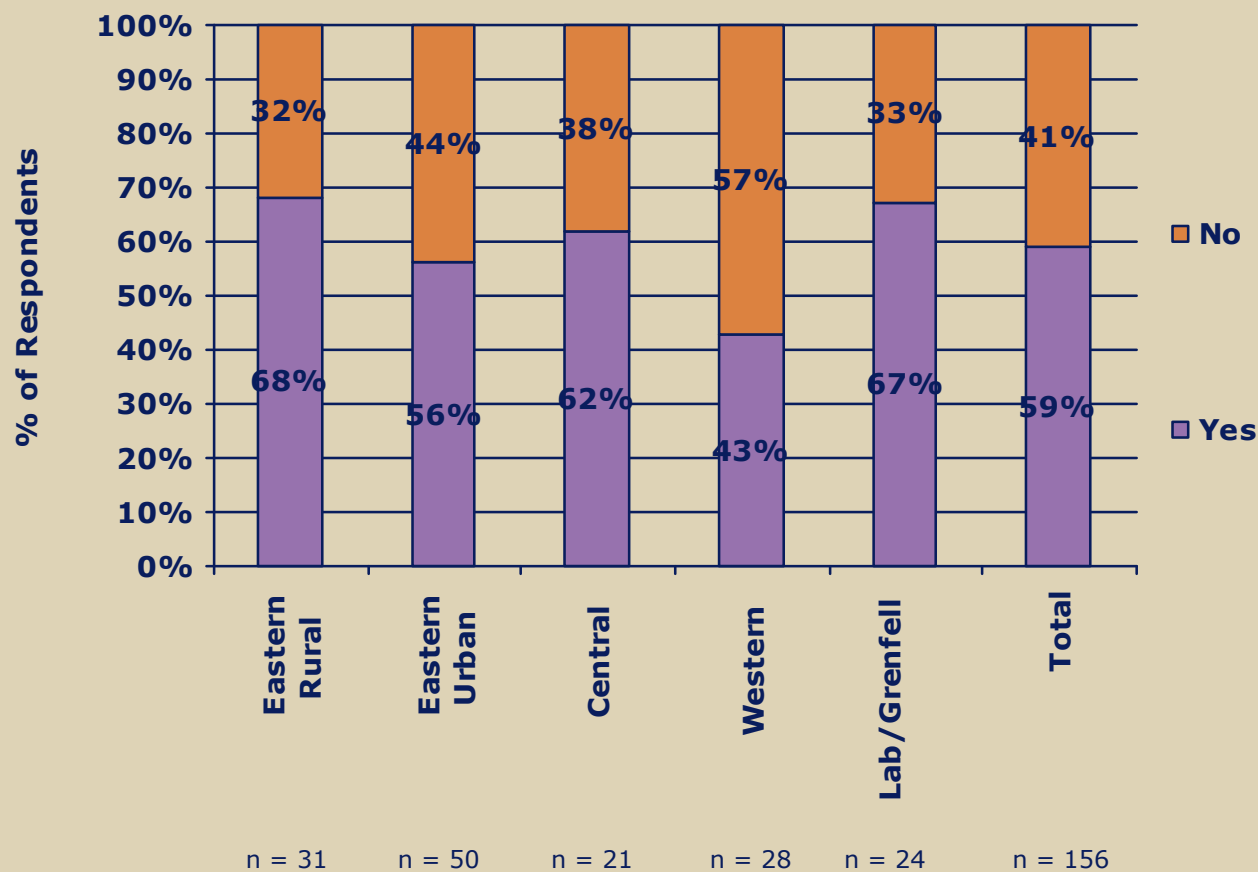
12 months from now



Social workers in Labrador/Grenfell at over 90% are most likely to remain in their current area of practice for the next 12 months, while Western social workers at 73% are less likely to be still in the same area in one year’s time. Overall, this is a positive finding.

24 months from now

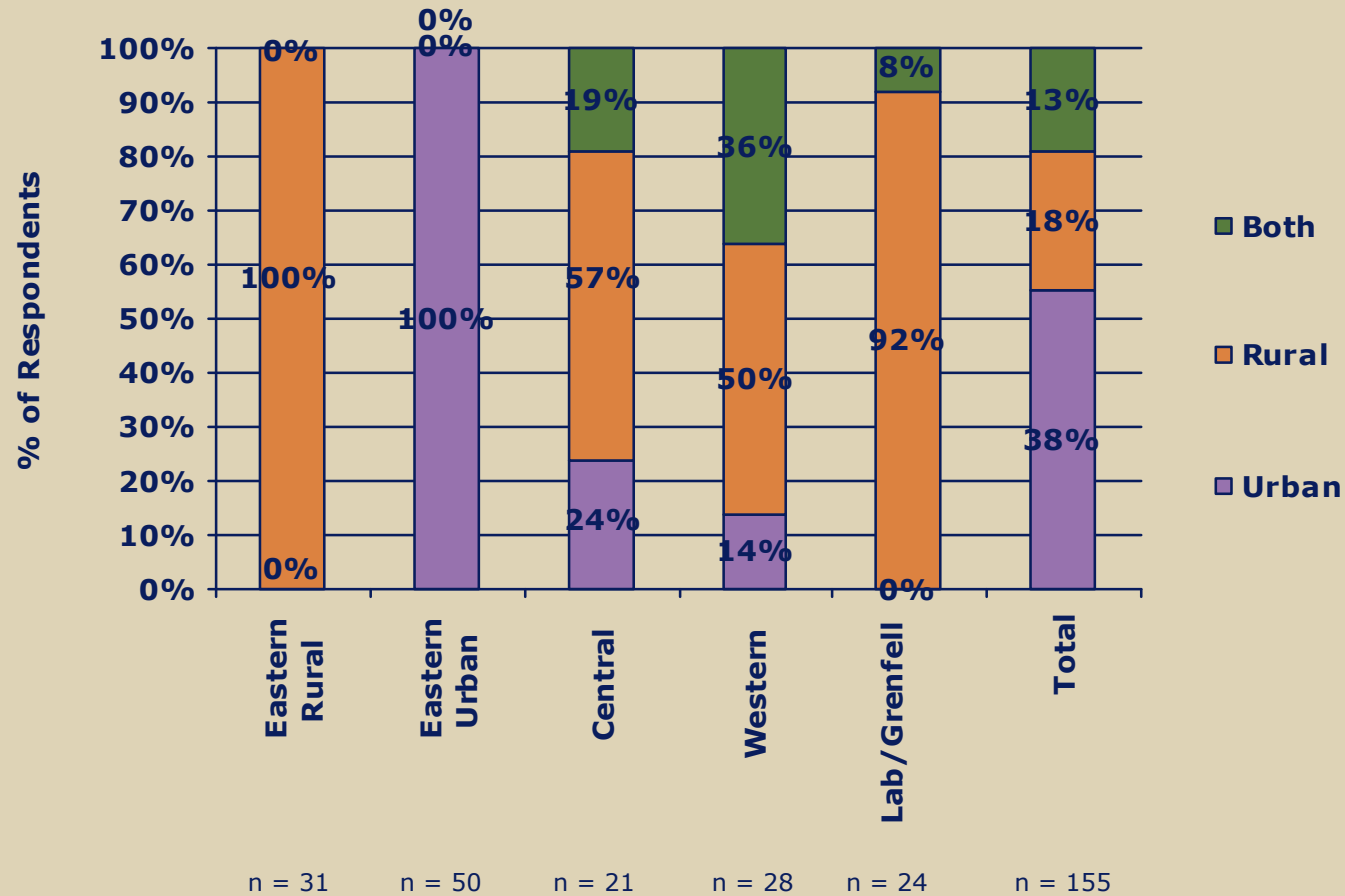
Do you believe you will still be working in your current area of practice 24 months from now?



Social workers in Labrador/Grenfell at 67% are most likely to remain in their current area of practice for the next 24 months, while Western social workers at 43%, are less likely to be still in the same area in two years. If opportunities arise, there could be significant turnover in the next two years.

Region of work – rural or urban office

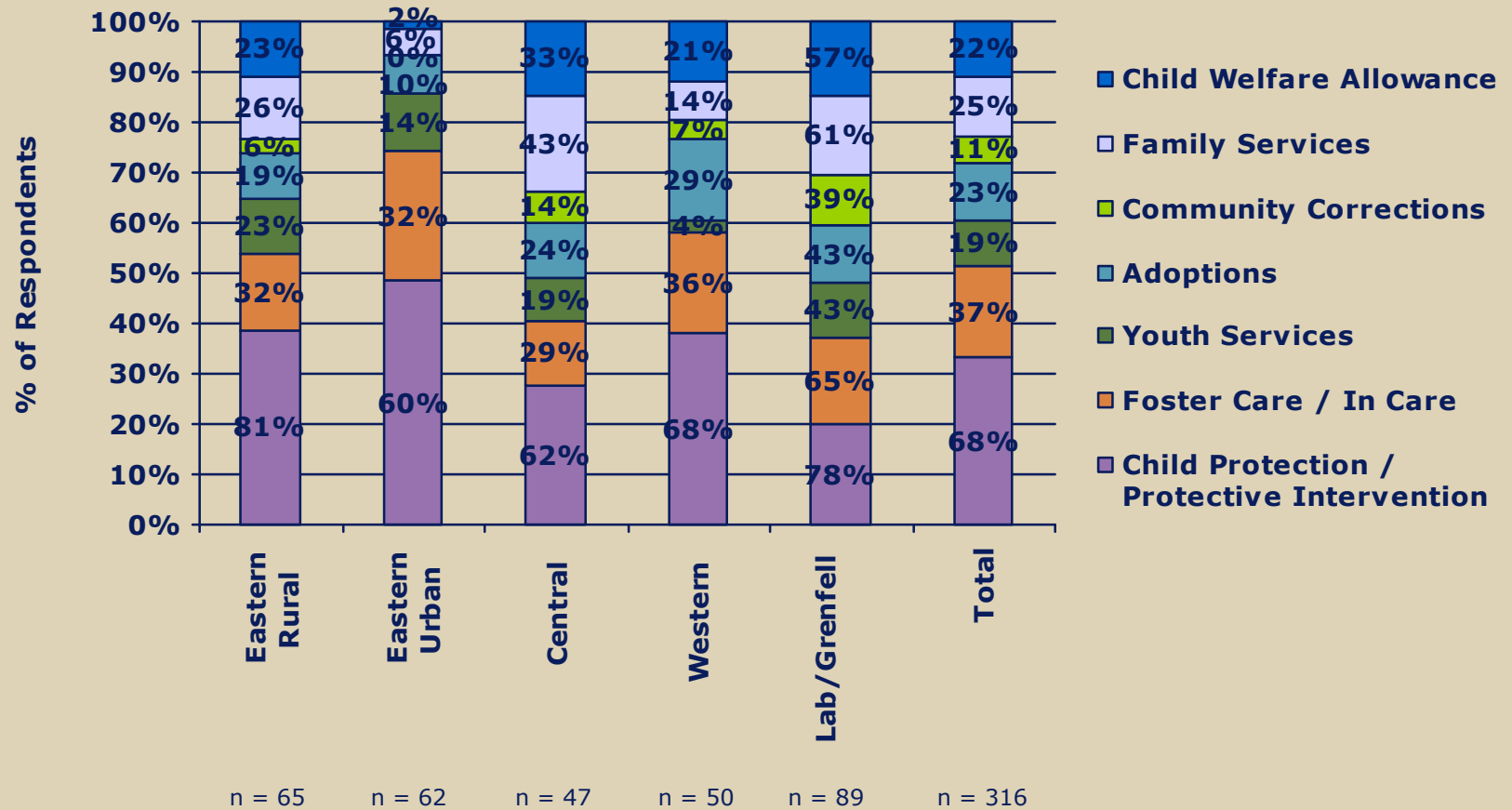
Do you work in a rural or urban office?



Not surprisingly, Central and Western Regions are primarily rural offices; Labrador/Grenfell and Eastern Rural are almost exclusively rural offices; while Eastern Urban is exclusively urban offices.

Program area of work

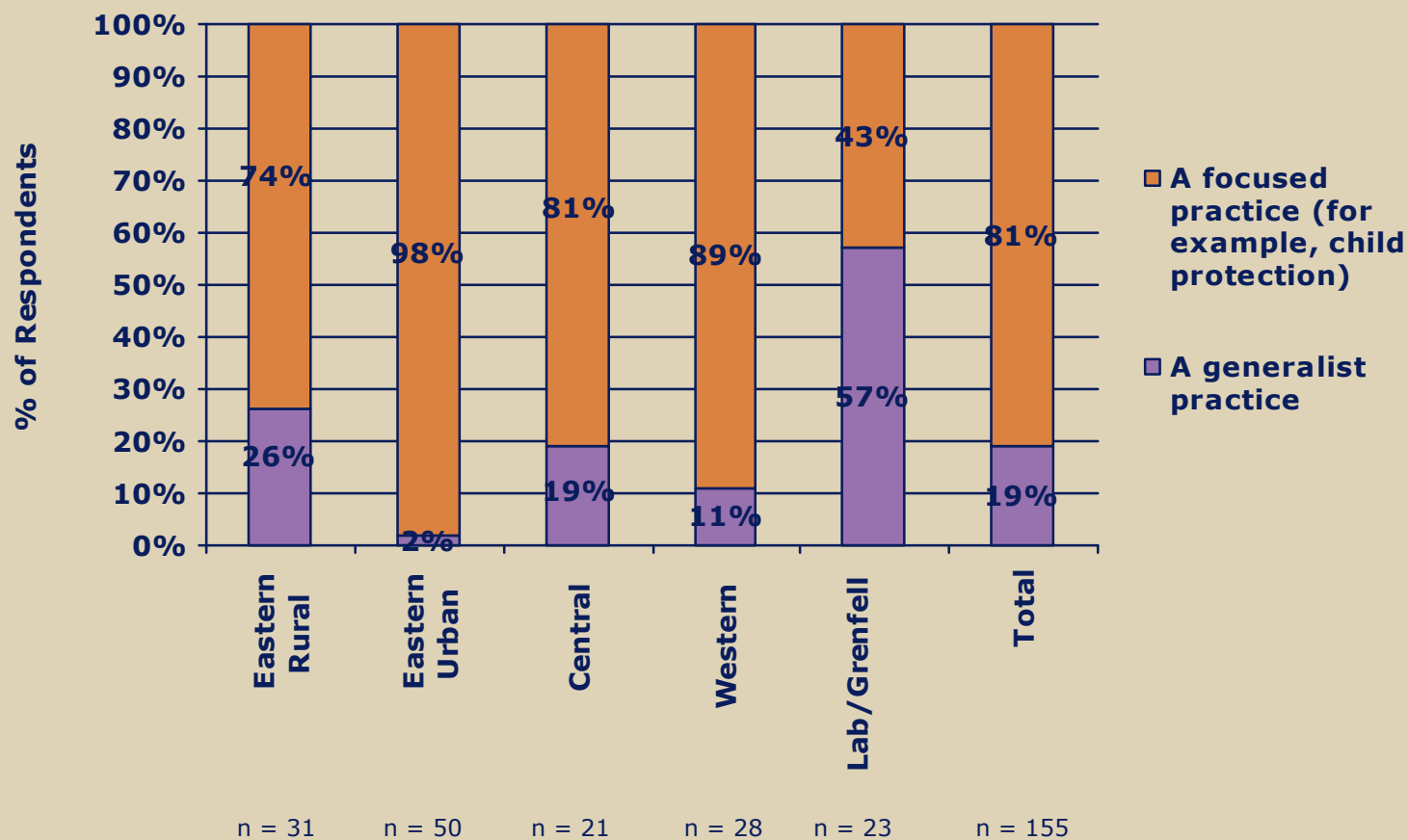
In which program(s) do you primarily work (select all that apply)?



In all regions, Child Protection / Protective Intervention is the primary area in which social worker respondents provide services.

Type of practice of work

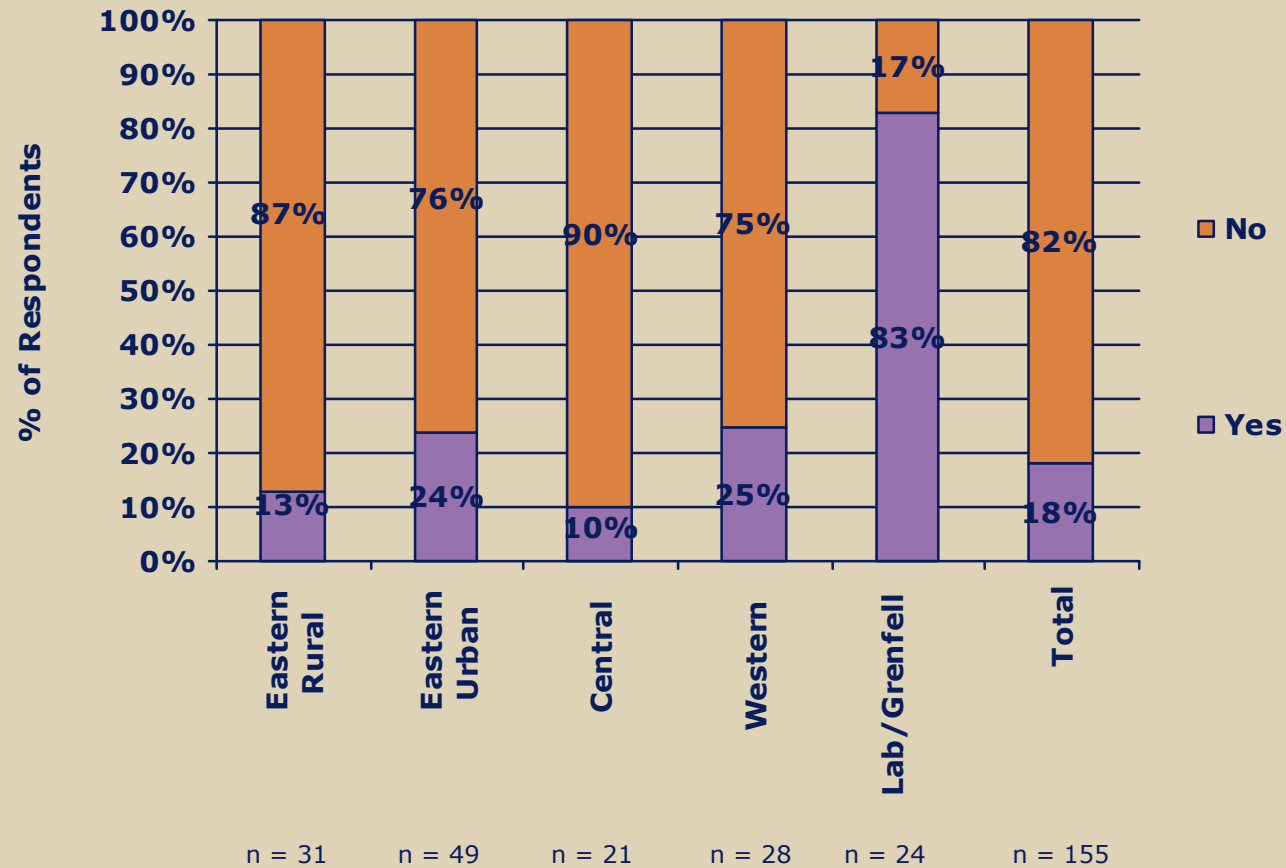
What type of practice do you currently work in?



With the exception of Labrador/Grenfell, the majority of social worker respondents conduct a focused practice.

Aboriginal clients

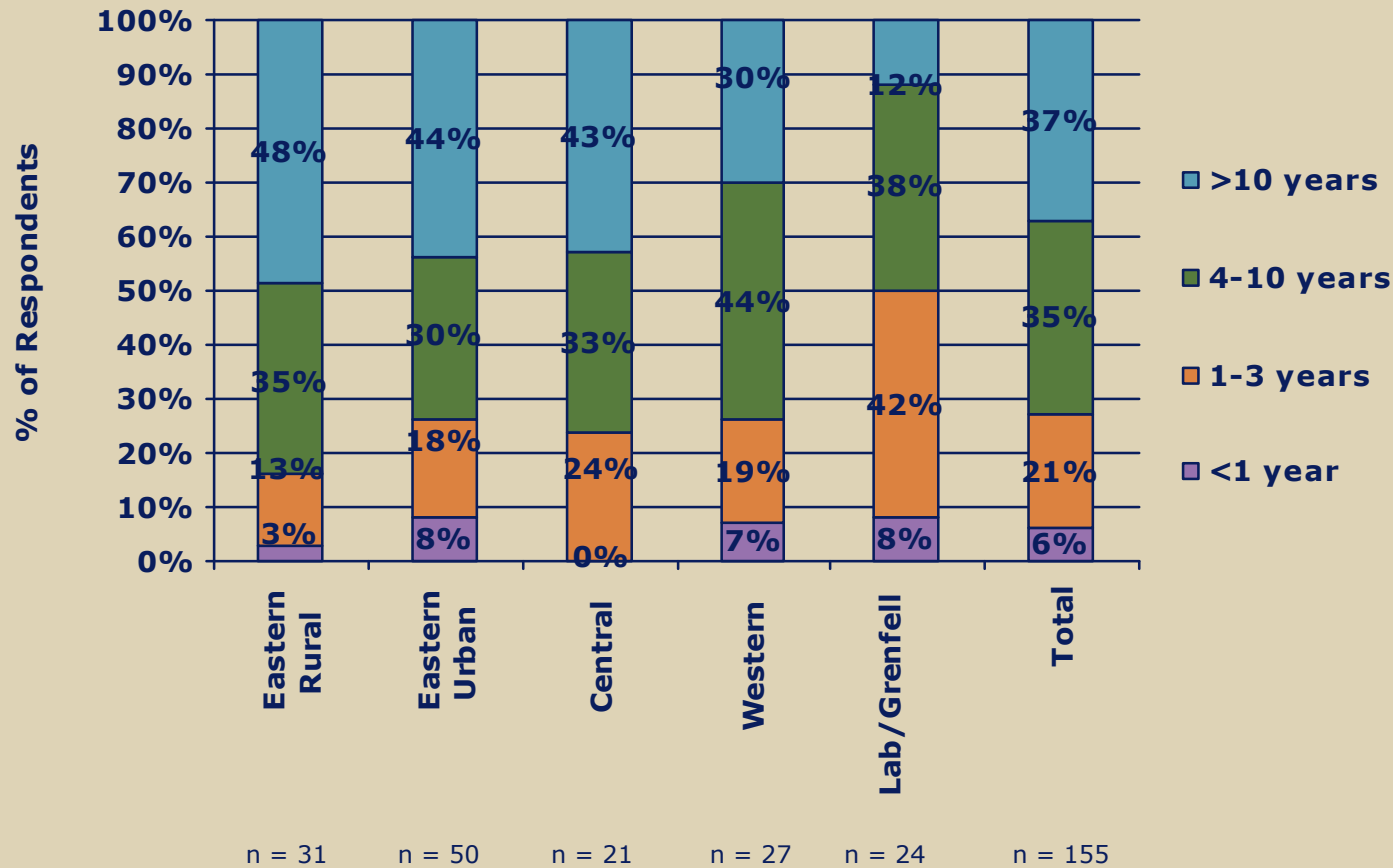
Do you work with Aboriginal clients?



Of the regions, Labrador/Grenfell has a high percentage of Aboriginal clients, while only a quarter of Eastern Urban's and Western's clients are Aboriginal, and the two remaining regions' Aboriginal clients representation is even less.

Length of time being a social worker

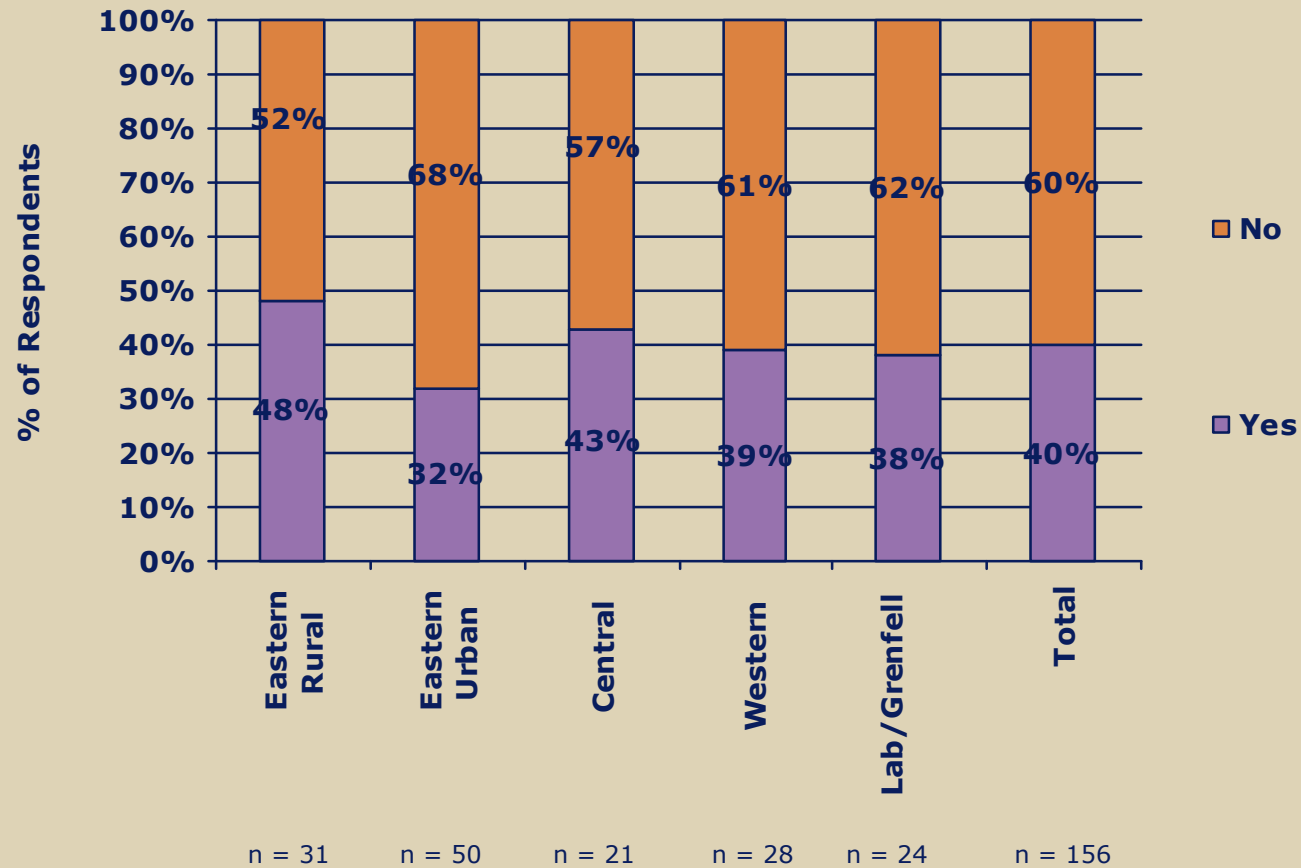
How long have you been a social worker?



Over 70% of social workers that responded to the questionnaire in all regions with the exception Labrador/Grenfell (50%), have been a social worker for more than four years. Over 40% of the social workers in Eastern Rural, Eastern Urban and Central have been a social worker for more than 10 years. The majority of social workers in Labrador/Grenfell.

Working as a social worker outside region

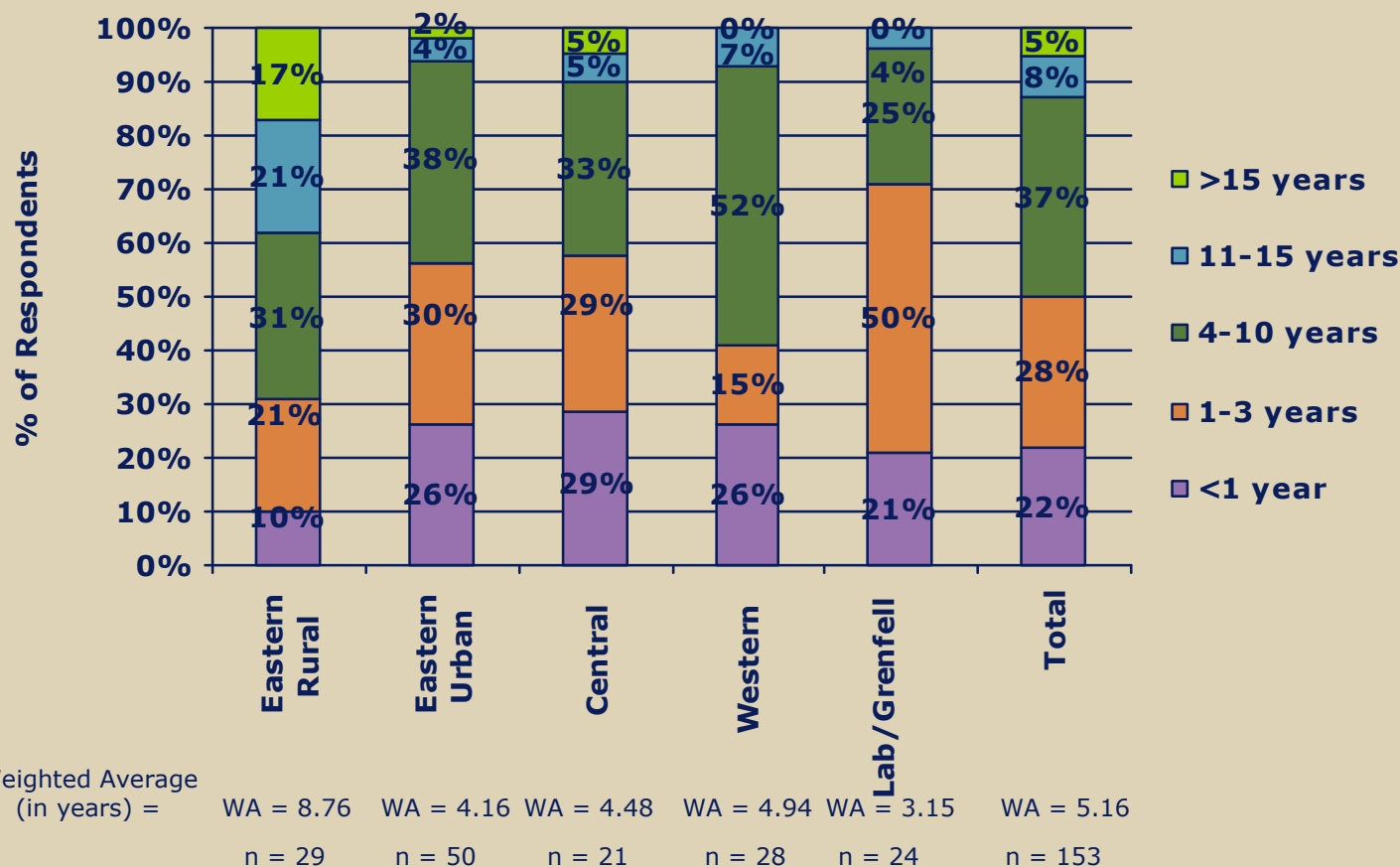
Have you ever worked as a social worker outside your region?



In all regions with exception of Eastern Urban, 40% of social workers have worked outside of their current region.

Length of time in current role

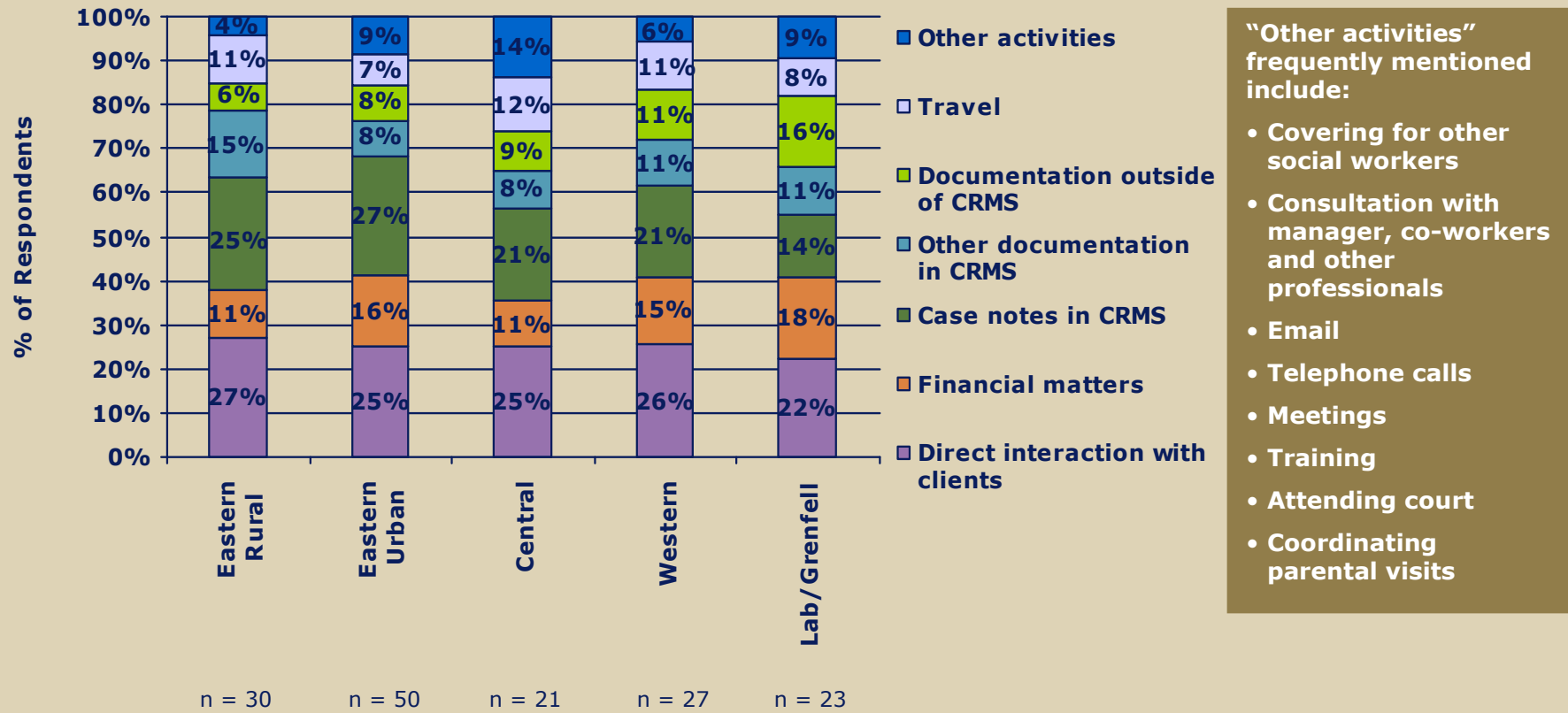
How long have you been in your current role?



Approximately 70% of Eastern Rural social workers have been in their current role for more than four years, for which the Region's weighted average is 8.67 years. Conversely, approximately 50% of social workers in Labrador/Grenfell have been in their current role less than three years, for a weighted average of 3.15 years.

Use of Time

In an average week, roughly what percentage of your time is spent on each of the activities?



Social workers in all regions spend an estimated one quarter of their time in direct interaction with clients. Documentation and financial matters make up the majority of the remaining time. 25% (Lab/Grenfell) to 40% (Eastern Rural) of respondents’ time is spent working with CRMS



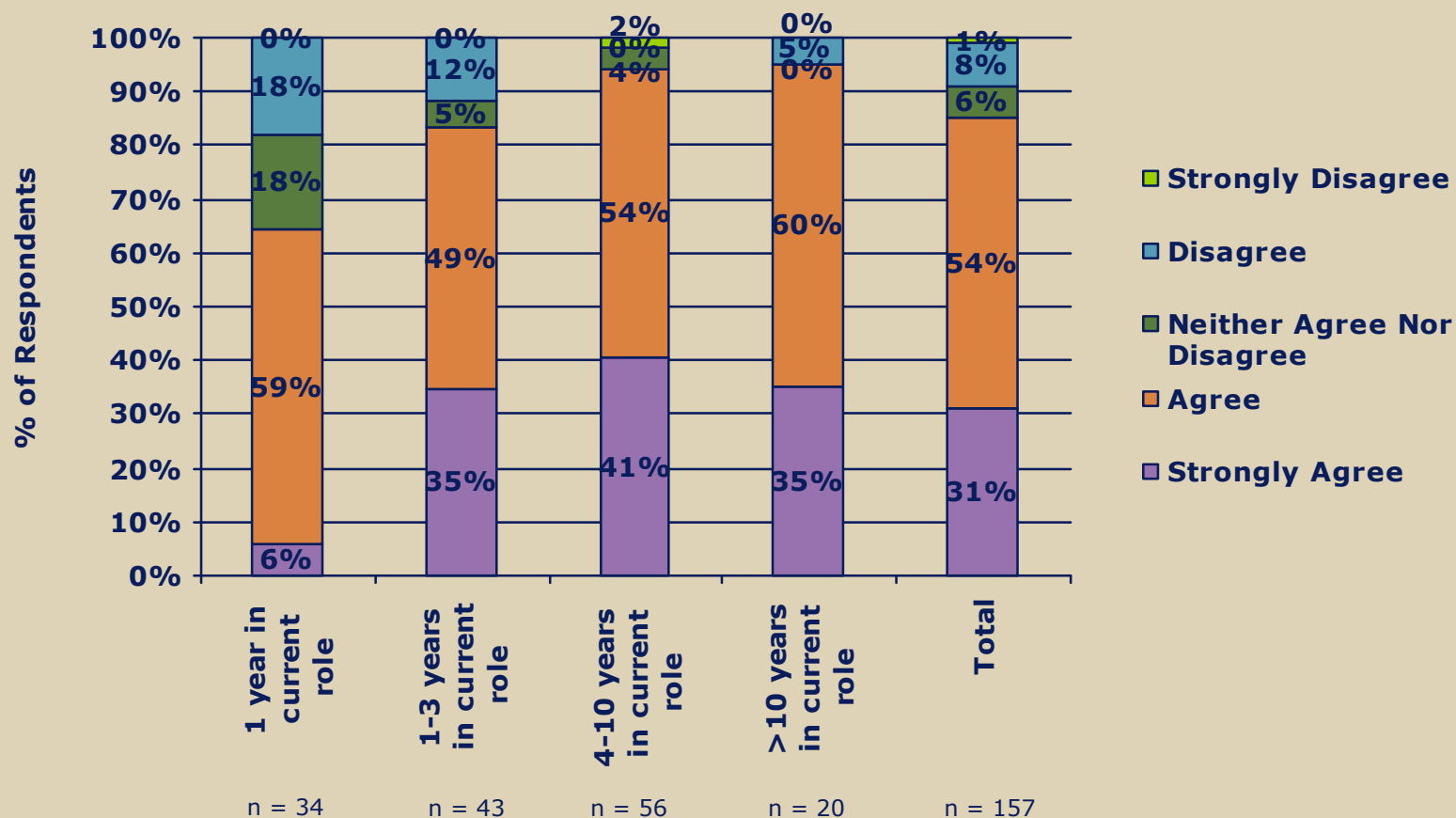
Appendix B – CYFS Social Worker Questionnaire – Results by Years in Current Role

Introduction

- The appendix contains social worker questionnaire findings segmented by the number of years a social worker has been in his/her current role.
- The findings are segmented based on the following years in the current role:
 - Less than or equal to 1 year
 - 1 to 3 years
 - 4 to 10 years
 - Greater than 10 years
- The following information is included on each slide:
 - The actual question posed to the respondents during the survey;
 - A graph of the responses to each question; and
 - A summary statement that highlights specific insights drawn from the responses.

Understanding roles and responsibilities

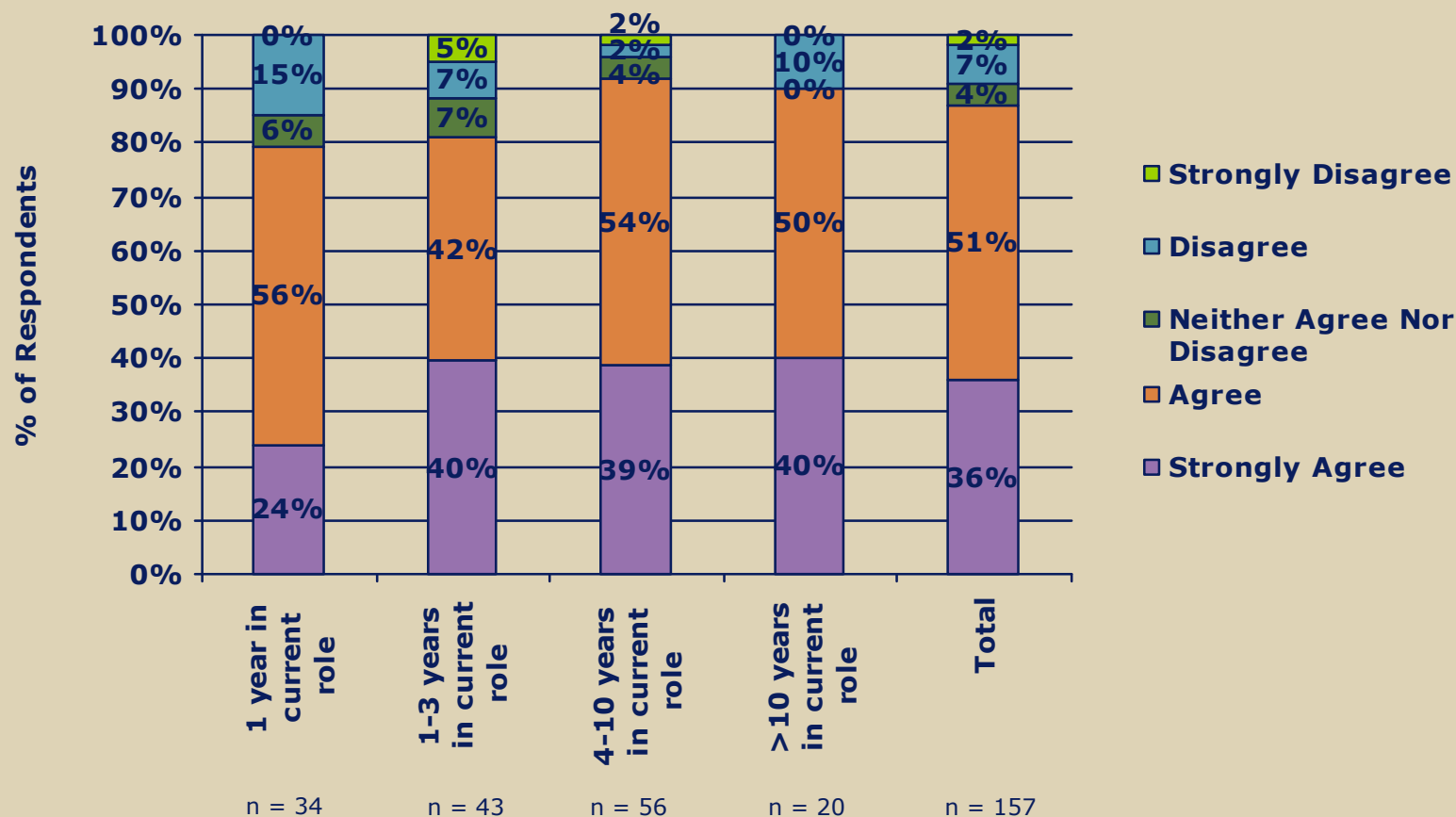
How strongly do you agree or disagree that I have a good understanding of my role and responsibilities?



Social workers that have been in their role over a year strongly agree or agree that they have a good understanding of their role (between 84% to 96% of survey respondents). Conversely, only 65% of social workers that have been in their role less than a year feel they have a good understanding of their role.

Bringing forward issues

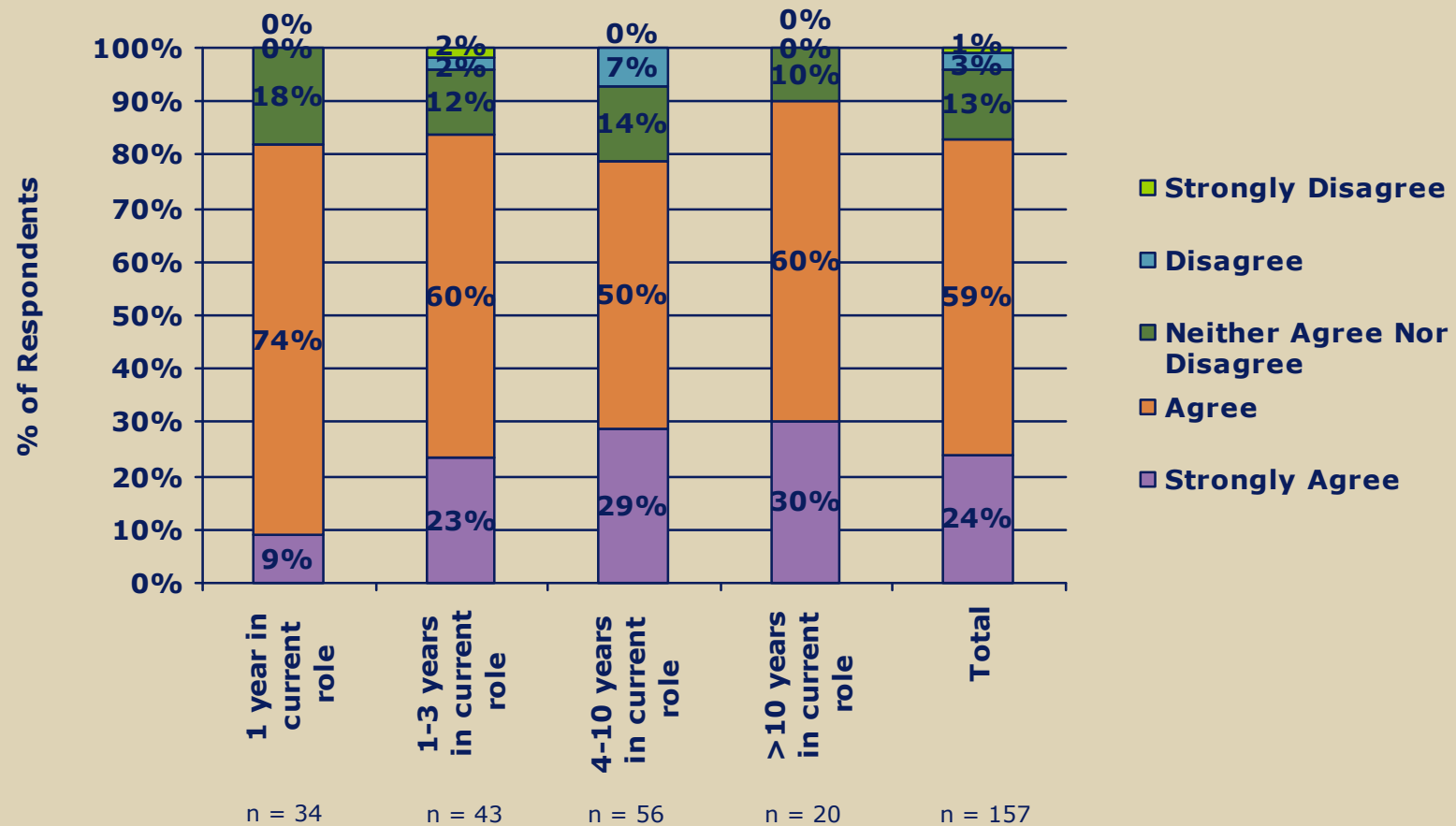
How strongly do you agree or disagree that I understand when I should bring an issue forward to discuss with my manager?



Over 80% social workers for all categories reported knowing when to raise an issue with their manager.

Understanding the *Child Youth and Family Services Act*

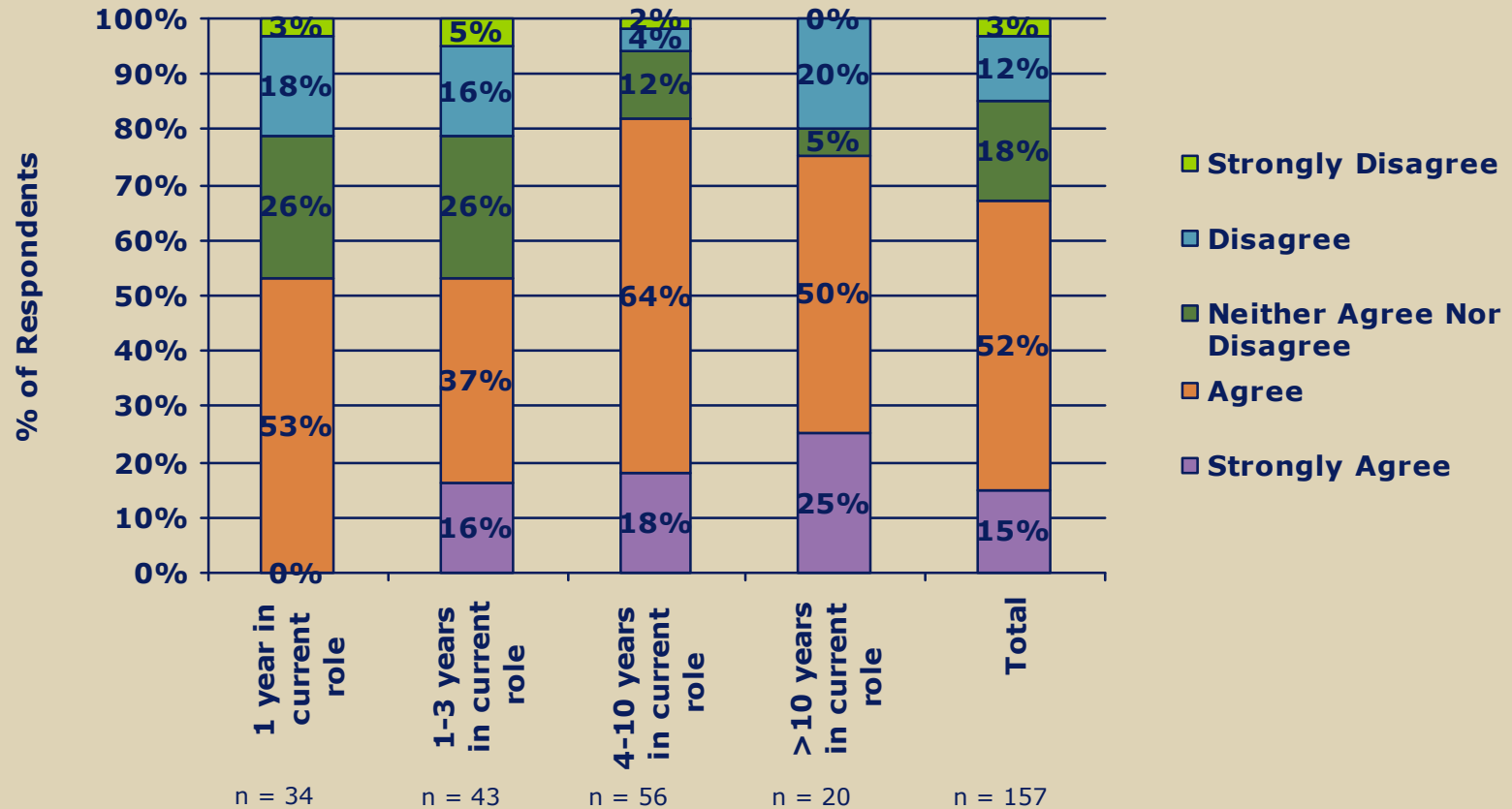
How strongly do you agree or disagree that I have a good understanding of the *Child Youth and Family Services Act*?



In all categories, approximately 80% or more of survey respondents reported having a good understanding of the *Act*.

Understanding policies

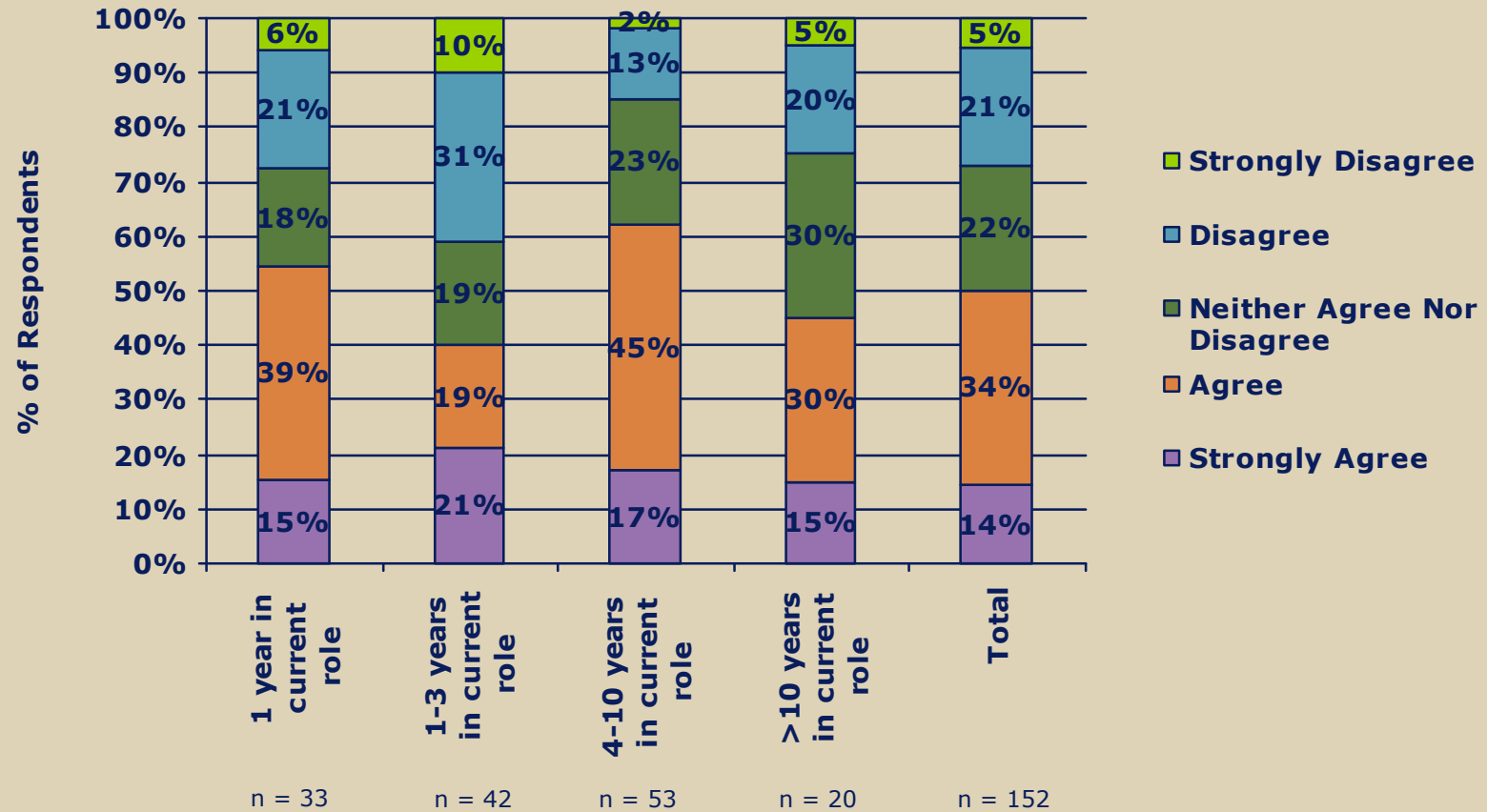
How strongly do you agree or disagree that I understand the policies associated with child, youth and family services?



Social workers with three years or less of experience in their current role reported understanding the policies associated with CYFS only 53% of the time, whereas respondents with four or more years of experience indicated they were between 75% to 82% likely to understand CYFS policies.

Support by manager

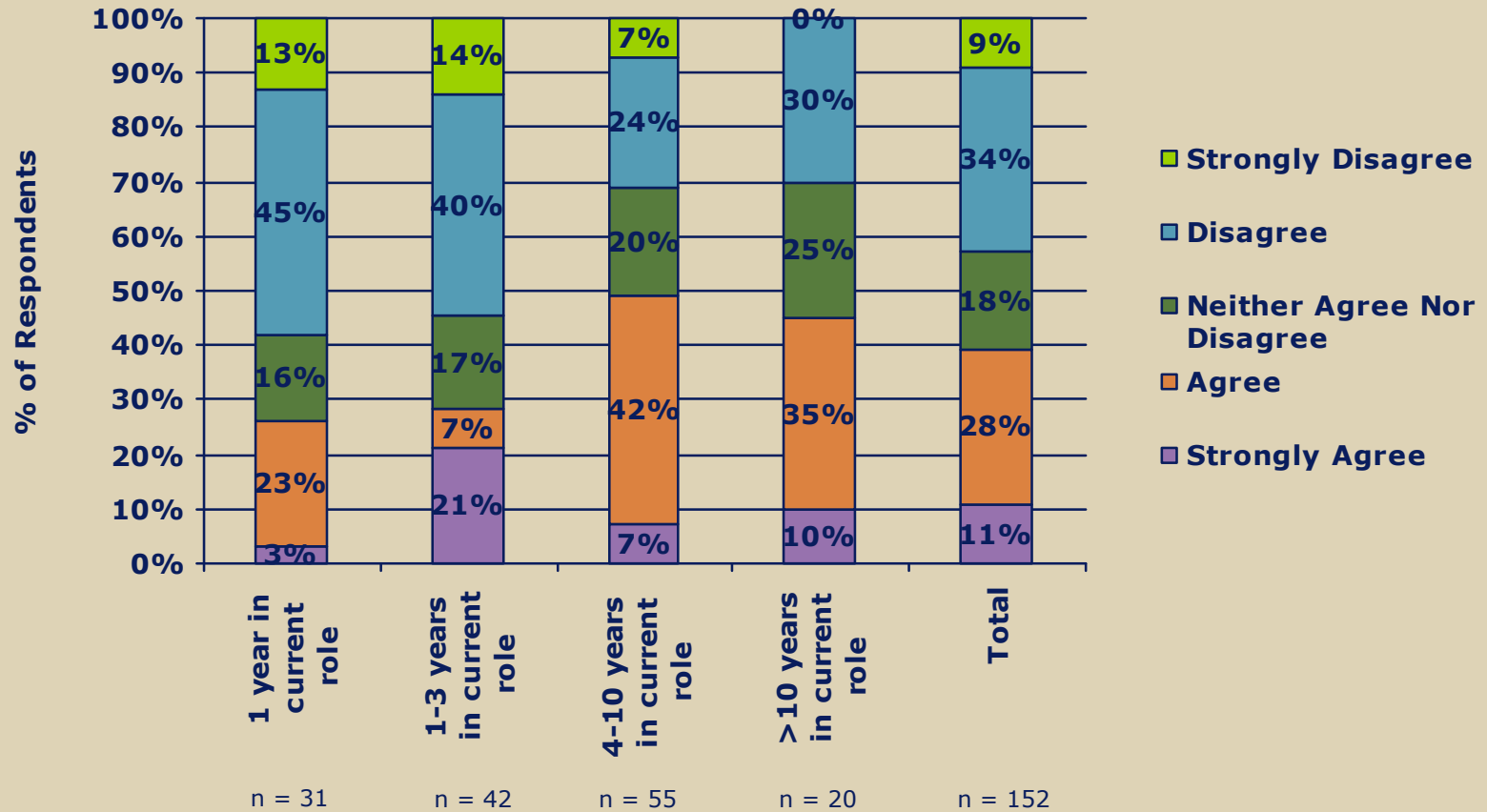
How strongly do you agree or disagree that I feel supported by my manager?



Overall, only 48% of social worker respondents feel supported by their managers. Respondents with 4 to 10 years of experience in their current role were most likely to feel supported (62%), while social workers with 1 to 3 years experience were least likely to feel supported (40%).

Availability of manager

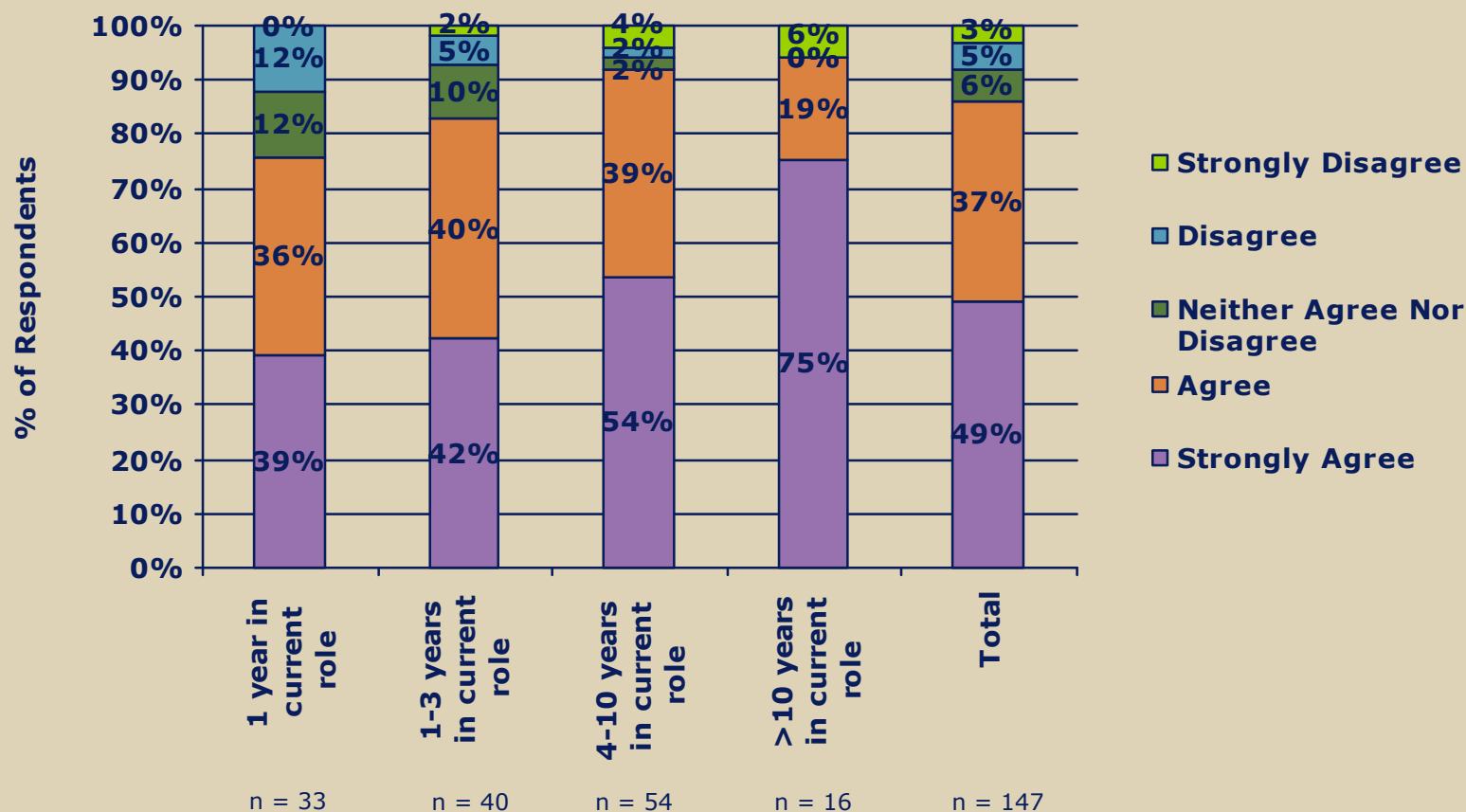
How strongly do you agree or disagree that I can reach my manager when I need to?



Overall, less than 40% of respondents feel they could reach their manager when they needed to. Of these social workers, only 26% and 29% of respondents that have less than one year and between one and three years of experience in their current role feel they could reach their manager, respectively.

Commitment to clients

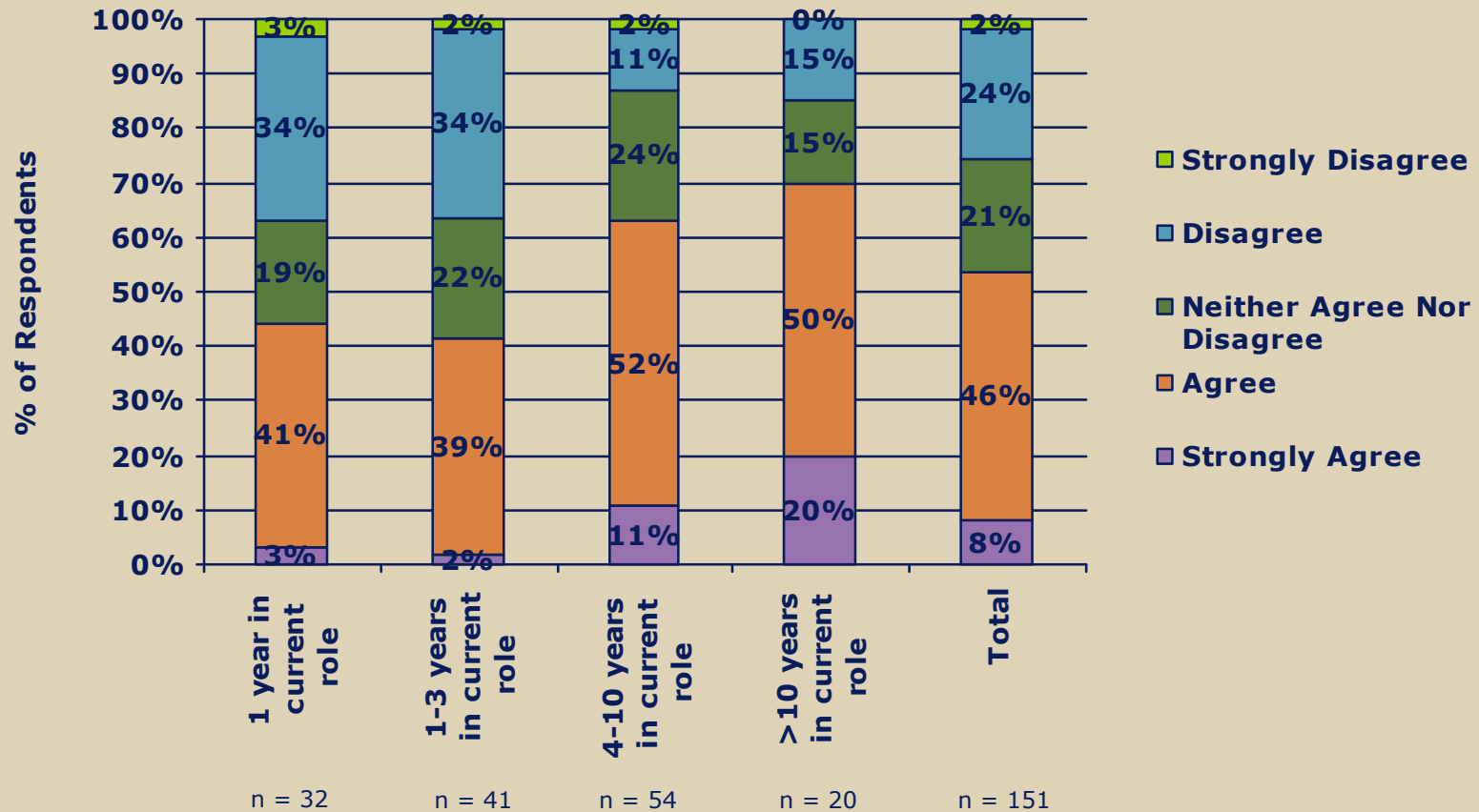
How strongly do you agree or disagree that my primary commitment is to provide services to my clients?



Overall, survey respondents noted their primary commitment is to provide services to their clients. The level of commitment increases as years of experience in the current role are acquired.

Tools identifying risks

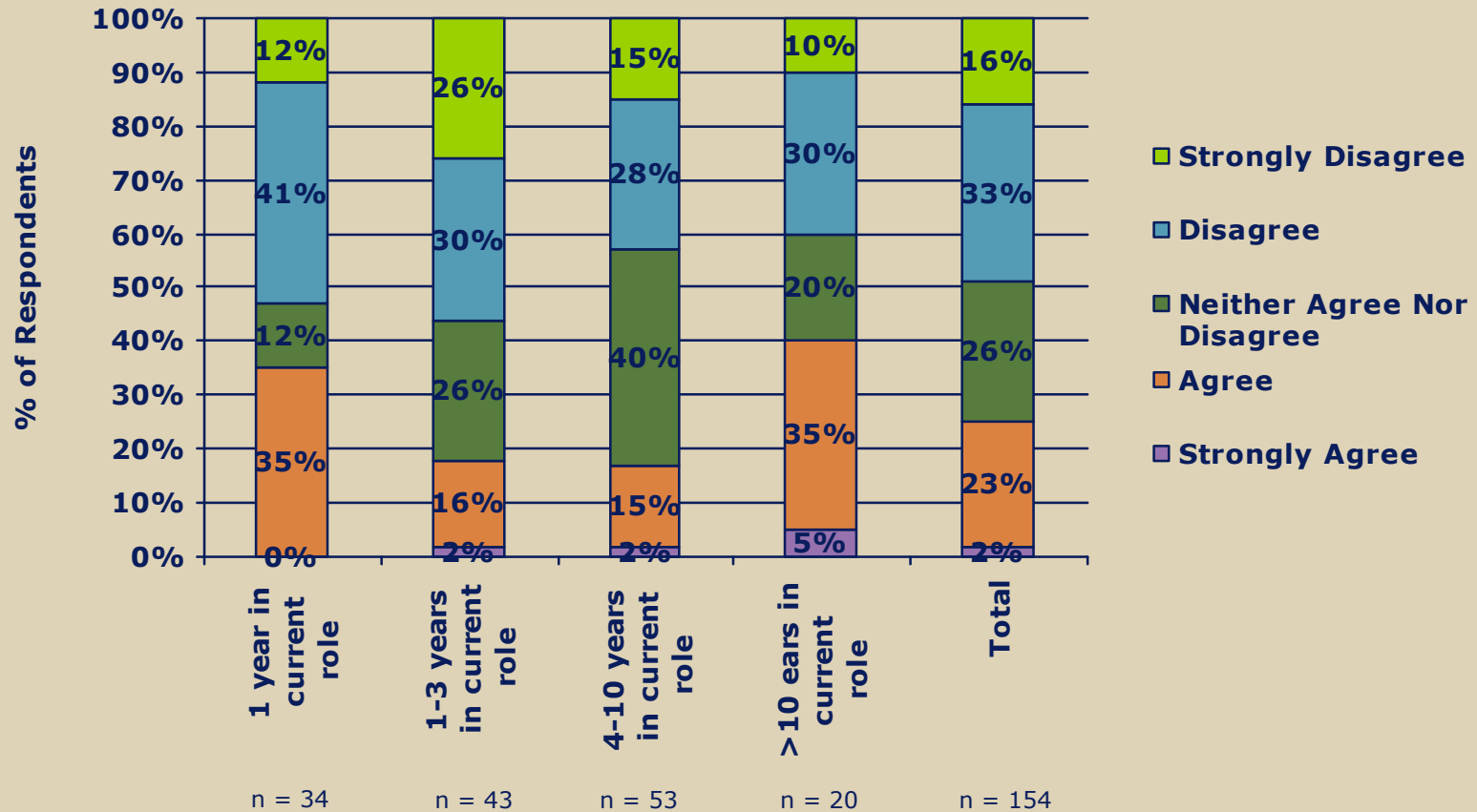
How strongly do you agree or disagree that I have the tools I need to identify risks to my clients?



As experience is acquired in the current role, the familiarity with the tools used to identify risks to clients increases. It is important to note that just over 40% of respondents that have been in their current role three years or less reported they felt they had the tools necessary to identify risks to their clients.

Tools managing risks

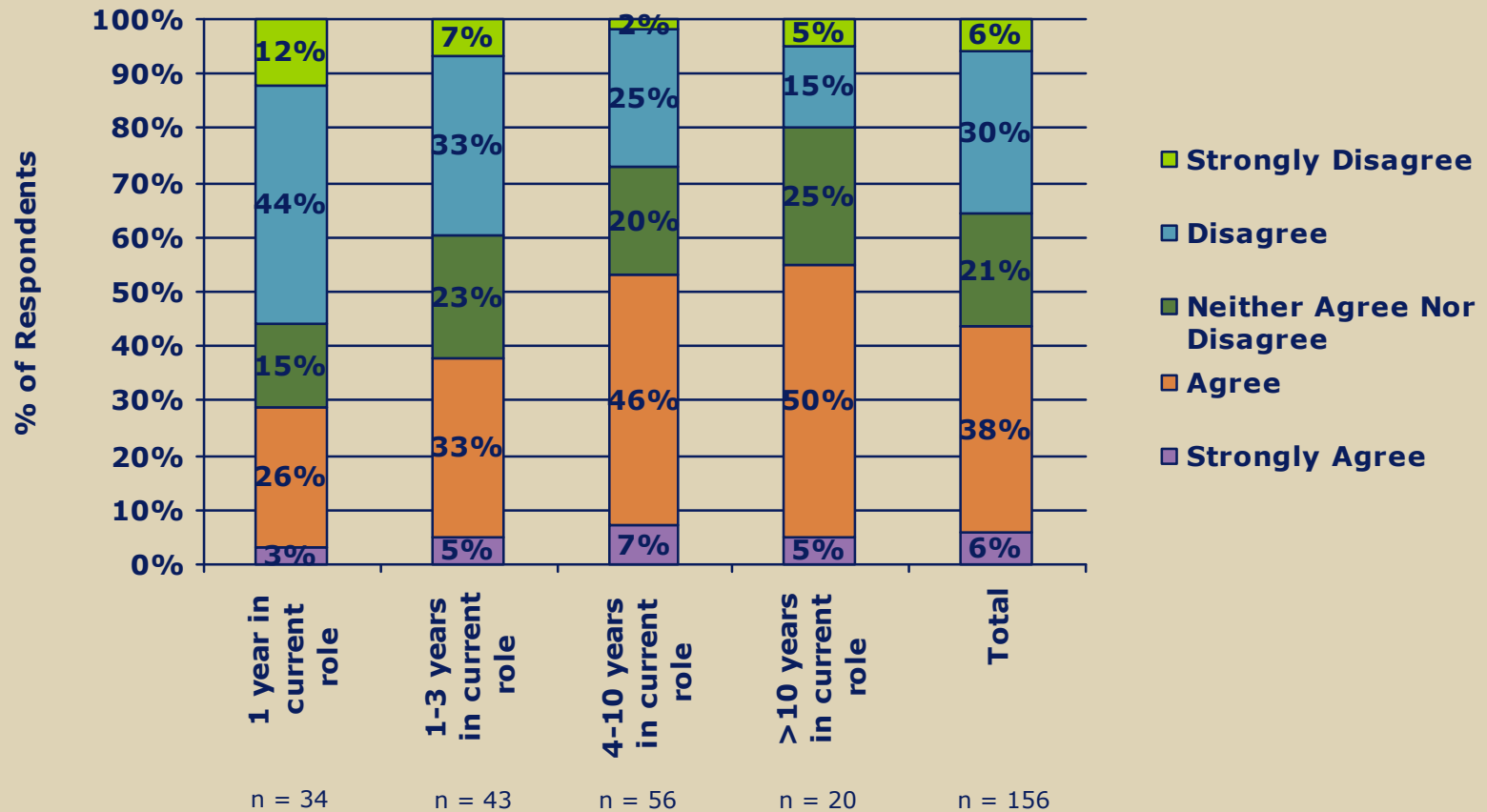
How strongly do you agree or disagree that I have the tools I need to manage the risks to my clients?



Social workers with 1 to 3 years and 4 to 10 years of experience are only 18% and 17%, respectively, likely to respond positively that they have the tools needed to manage the risks to their clients. The other two categories were twice as likely to report they felt they had the tools needed to manage the risks to their clients.

Training

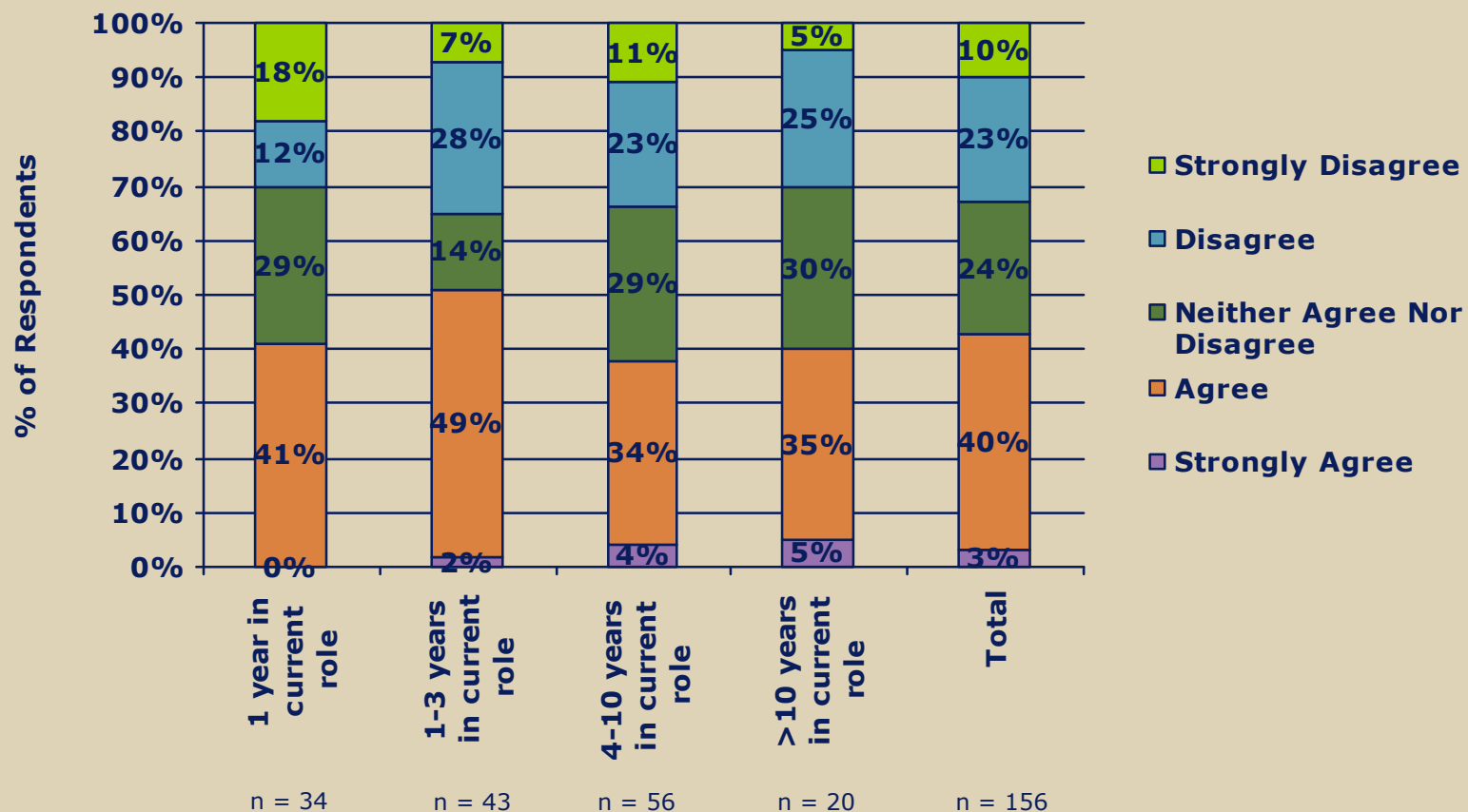
How strongly do you agree or disagree that I have the training I need to do my job effectively?



Social workers with three years or less of experience reported that roughly 63% to 71% felt they did not have the training needed to do their job effectively. Social workers with four or more years fared better as 45% to 47% felt they did not have the necessary training. Overall, the sentiment is that additional training is required in order to effectively service a client and his/her family.

Technological tools

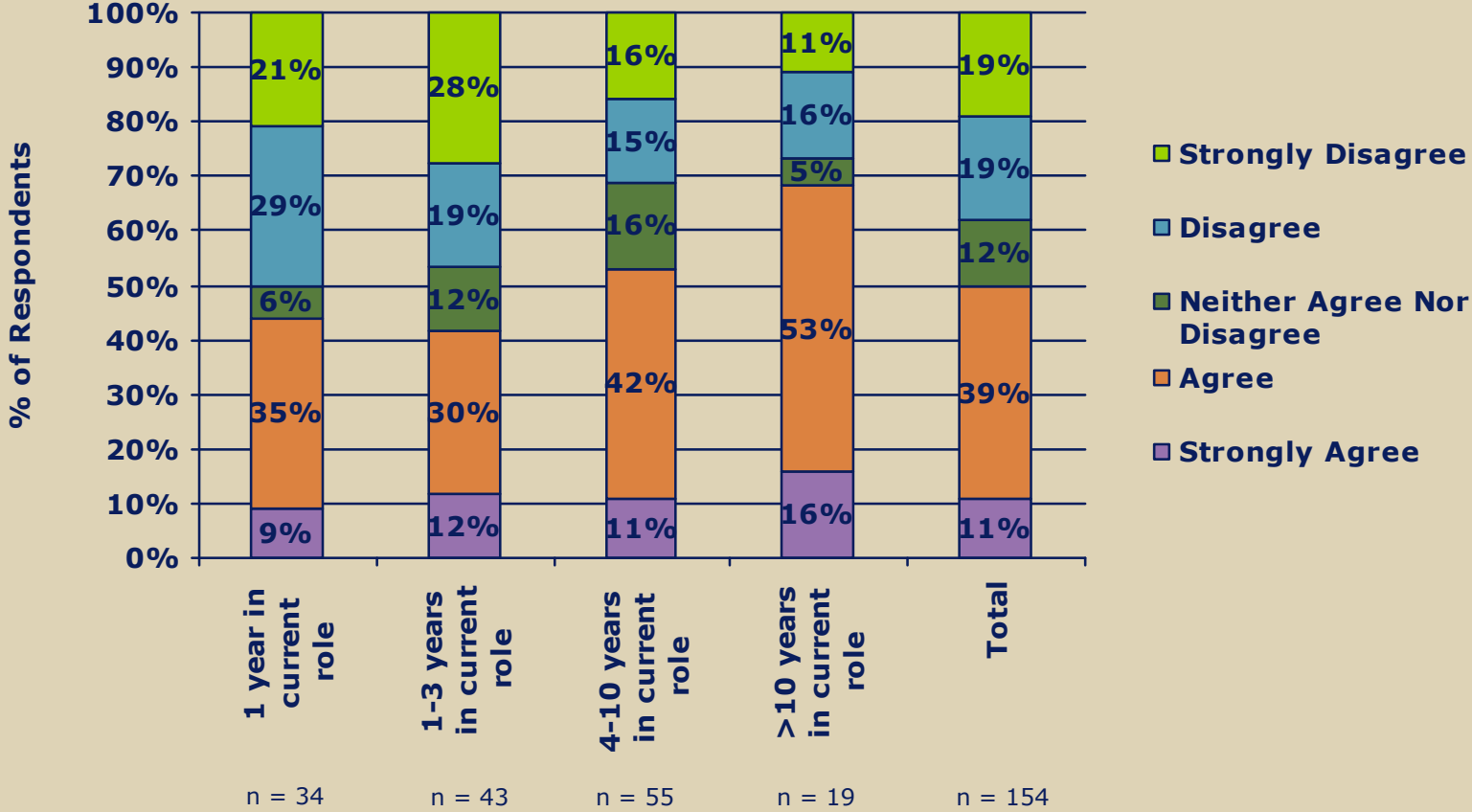
How strongly do you agree or disagree that I have the technological tools I need to do my job effectively?



At just over 50%, social workers with 1 to 3 years of experience responded that they felt they had the technological tools to effectively deliver a service, whereas the remaining social workers were approximately 40% likely to report they had the required technological tools.

Physical space

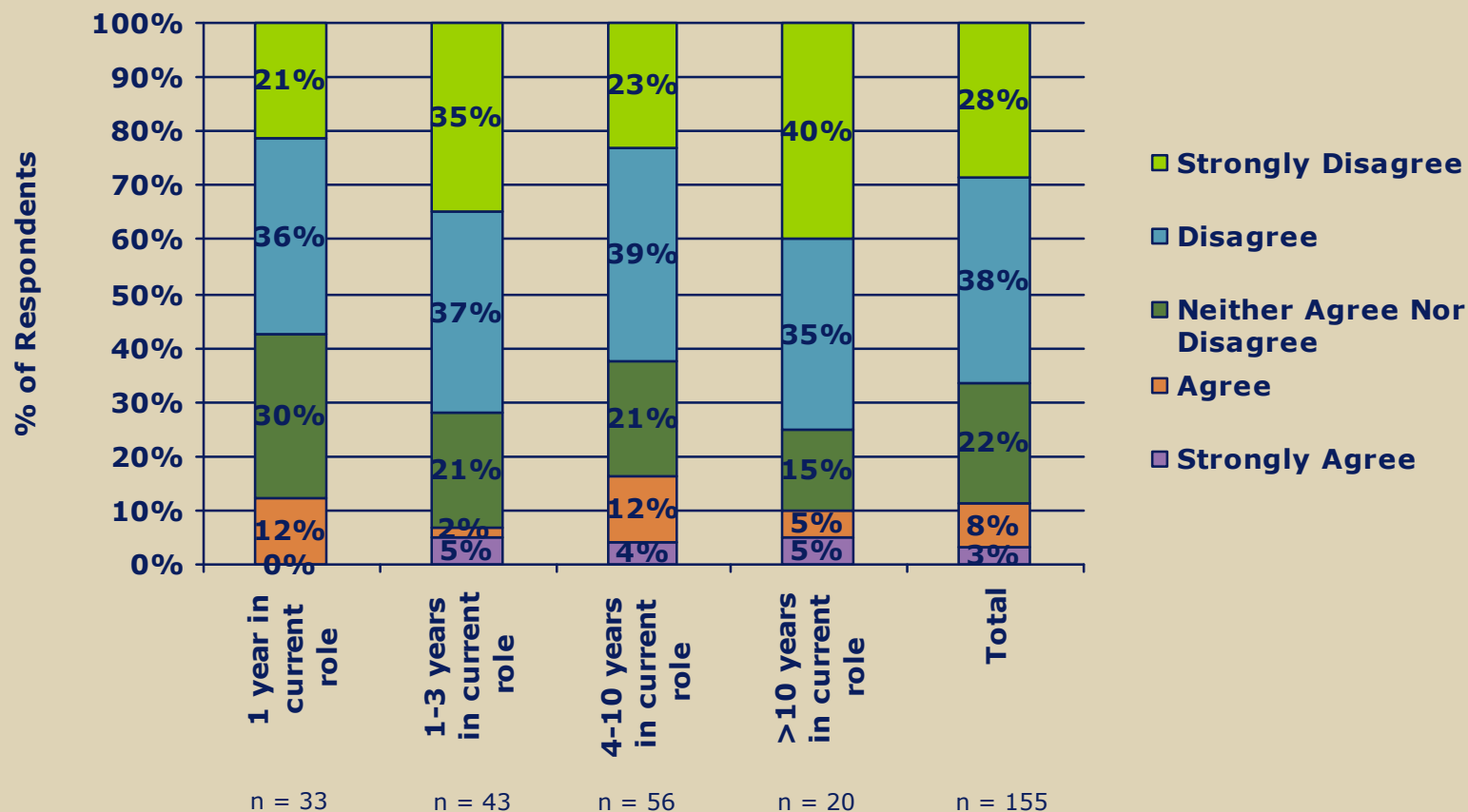
How strongly do you agree or disagree that my physical work space is adequate?



Social workers with three years or less of experience in their current role reported that their physical work space is adequate approximately 42% of the time, while more experienced social workers reported 53% to 69% that the physical work space is adequate.

Personal wellness

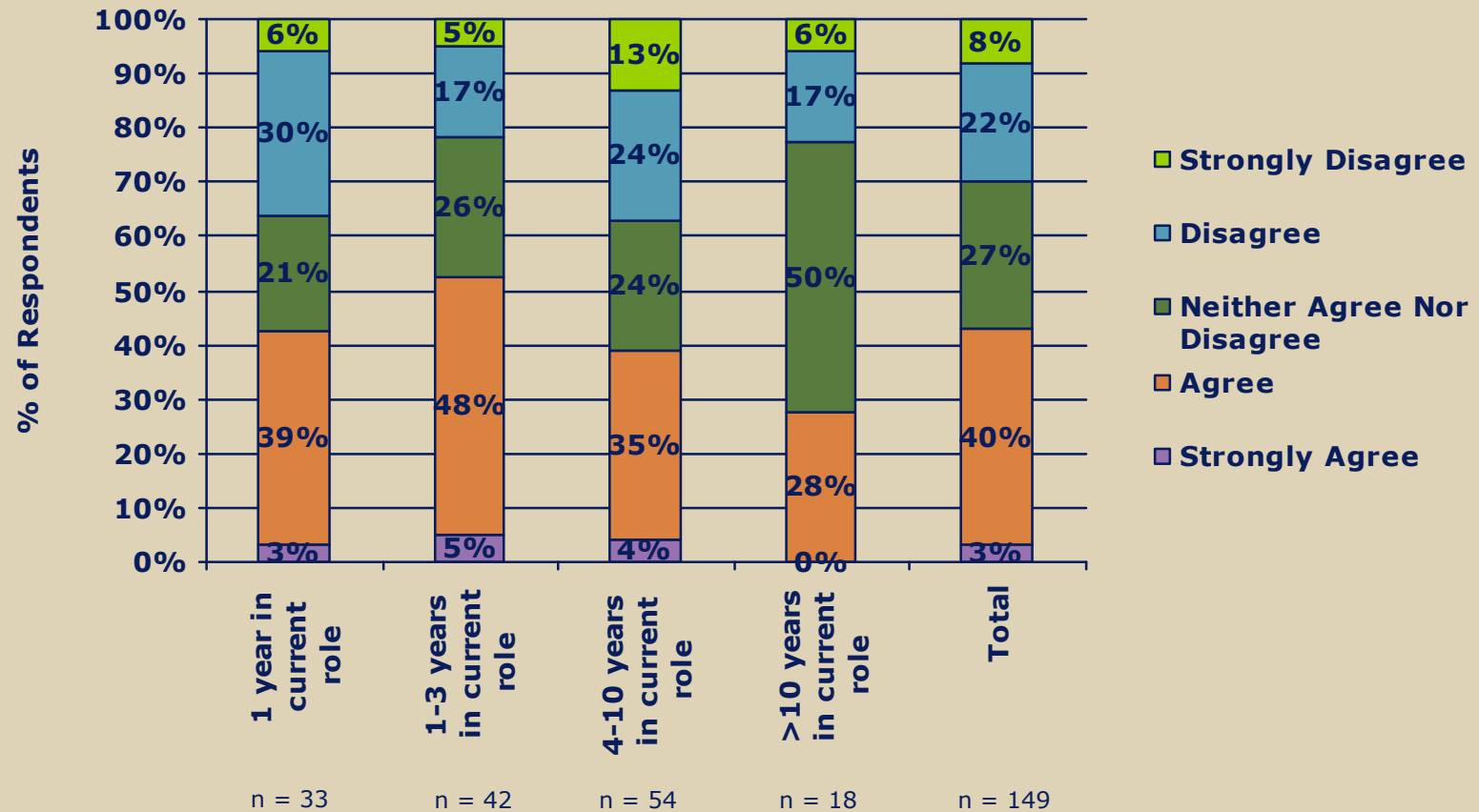
How strongly do you agree or disagree that there are programs in place focused on my personal wellness?



The limited awareness social worker have of personal wellness programs, as indicated by responses ranging from 7% to 16%, is a strong indicator that an awareness campaign is needed.

CRMS sharing of information

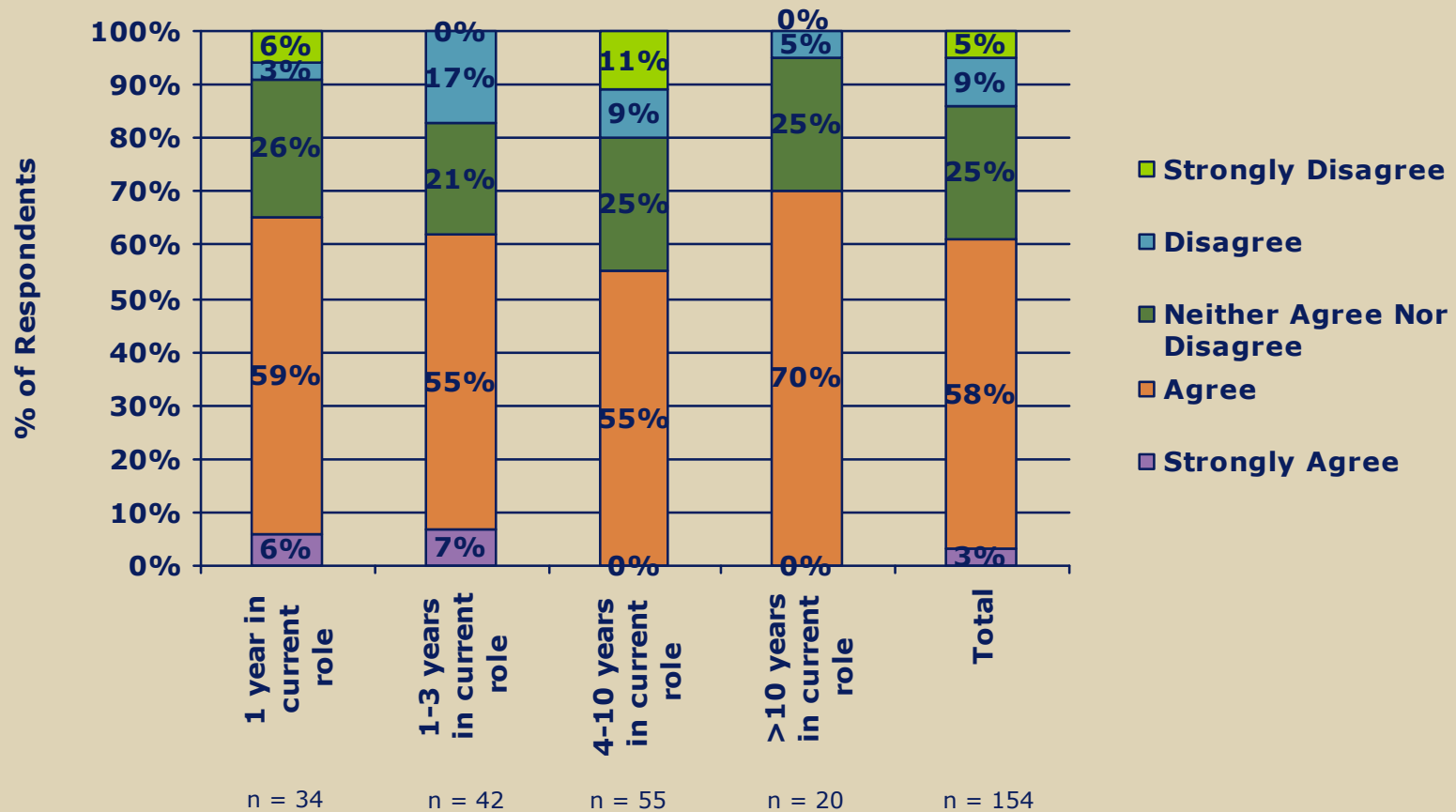
How strongly do you agree or disagree that CRMS allows for better sharing of information between child protection workers and managers?



Social workers with more than 10 years of experience in their current role are more likely to report that CRMS does not allow for better sharing of information.

CRMS standardized approach

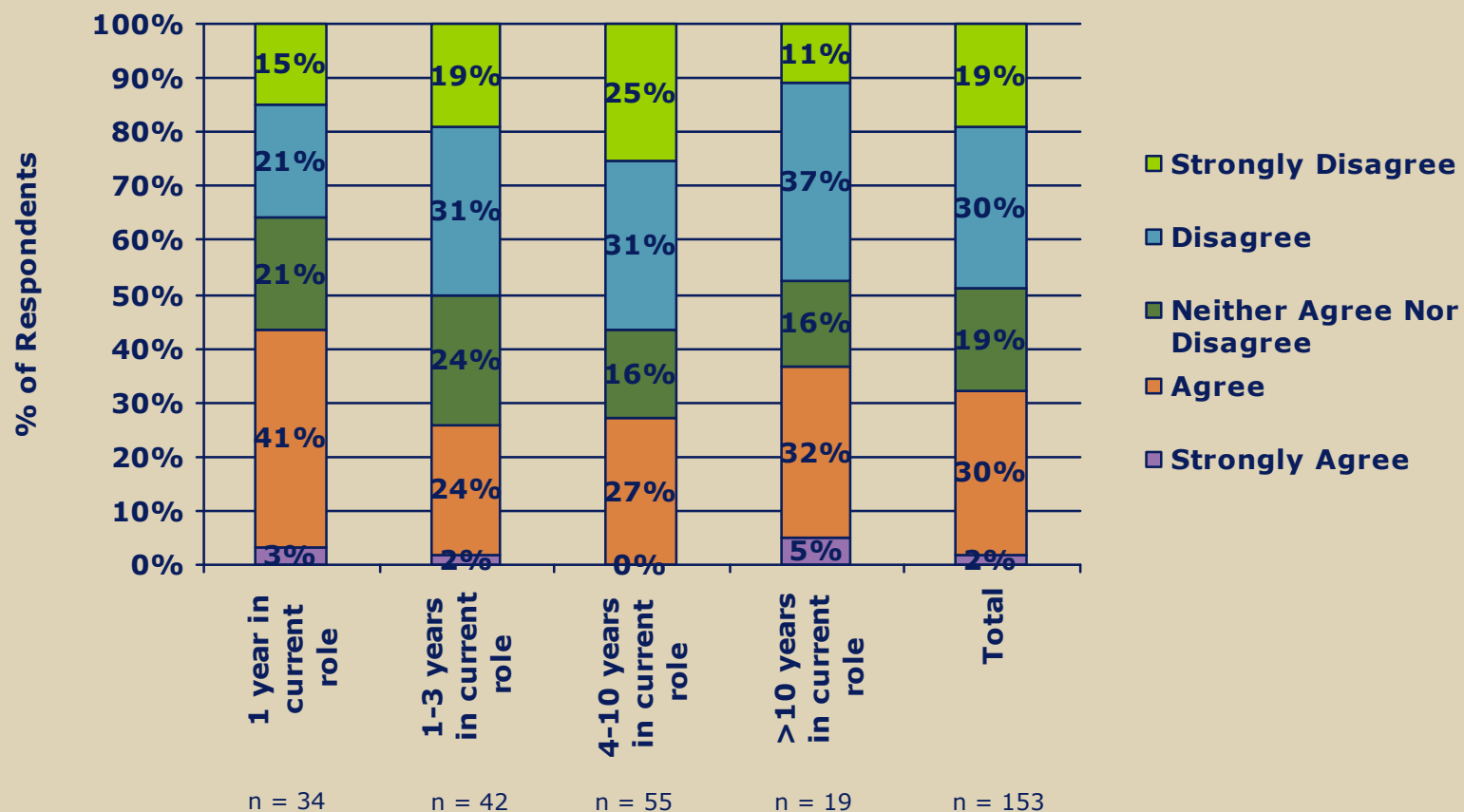
How strongly do you agree or disagree that CRMS allows for a standardized approach to documentation for child, youth and family services?



With an agreement ranging from 55% to 70% that CRMS allows for a standardized approach to documentation for CYFS, it is apparent that standards and expectations need to be established.

CRMS accountability

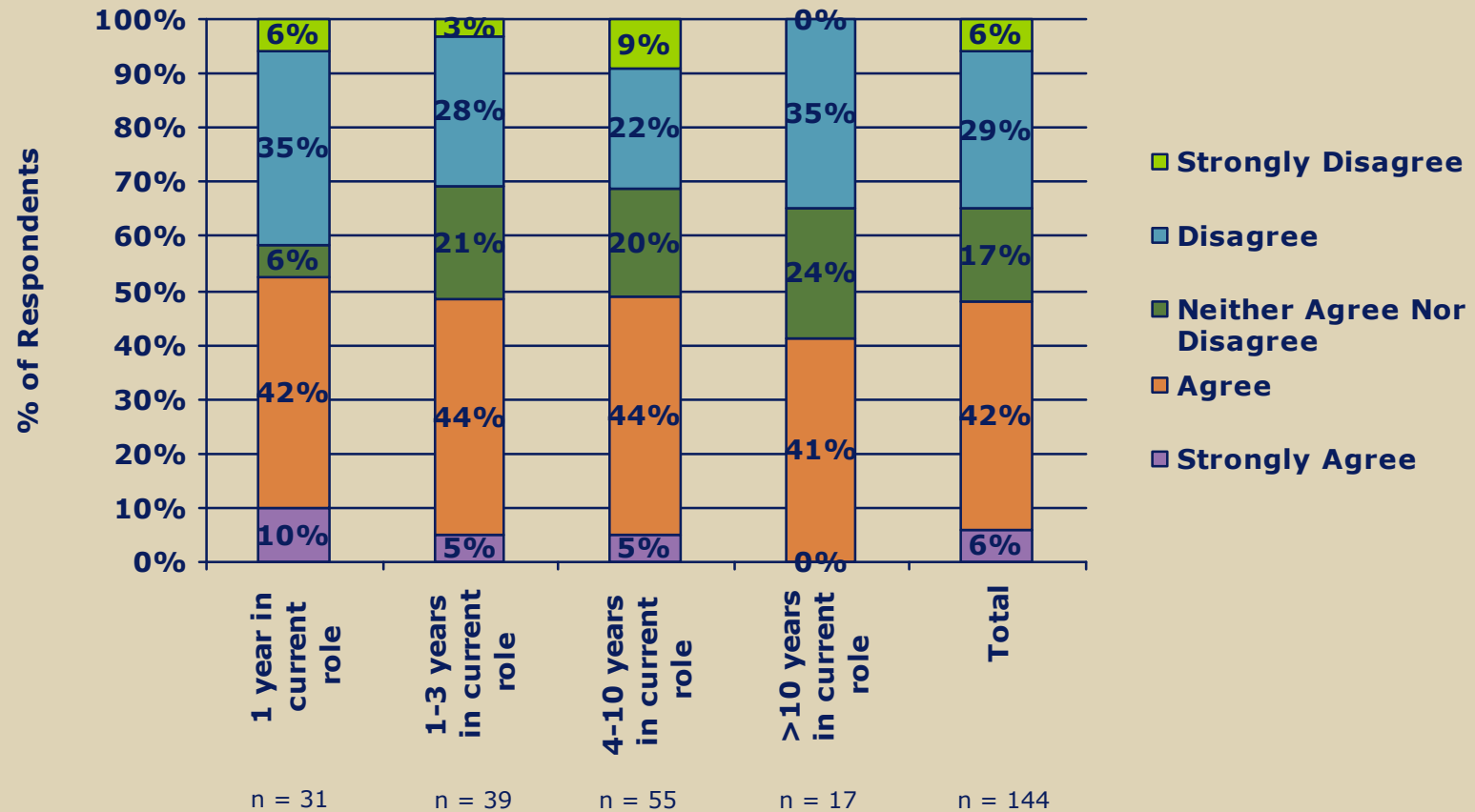
How strongly do you agree or disagree that CRMS has improved the accountability of social workers with respect to timely and complete documentation?



Social workers with less than one year of experience in their current role reported more favourably at 44% that CRMS has improved the accountability of social workers, while only 26% of social workers with 1 to 3 years experience responded favourably.

CRMS training

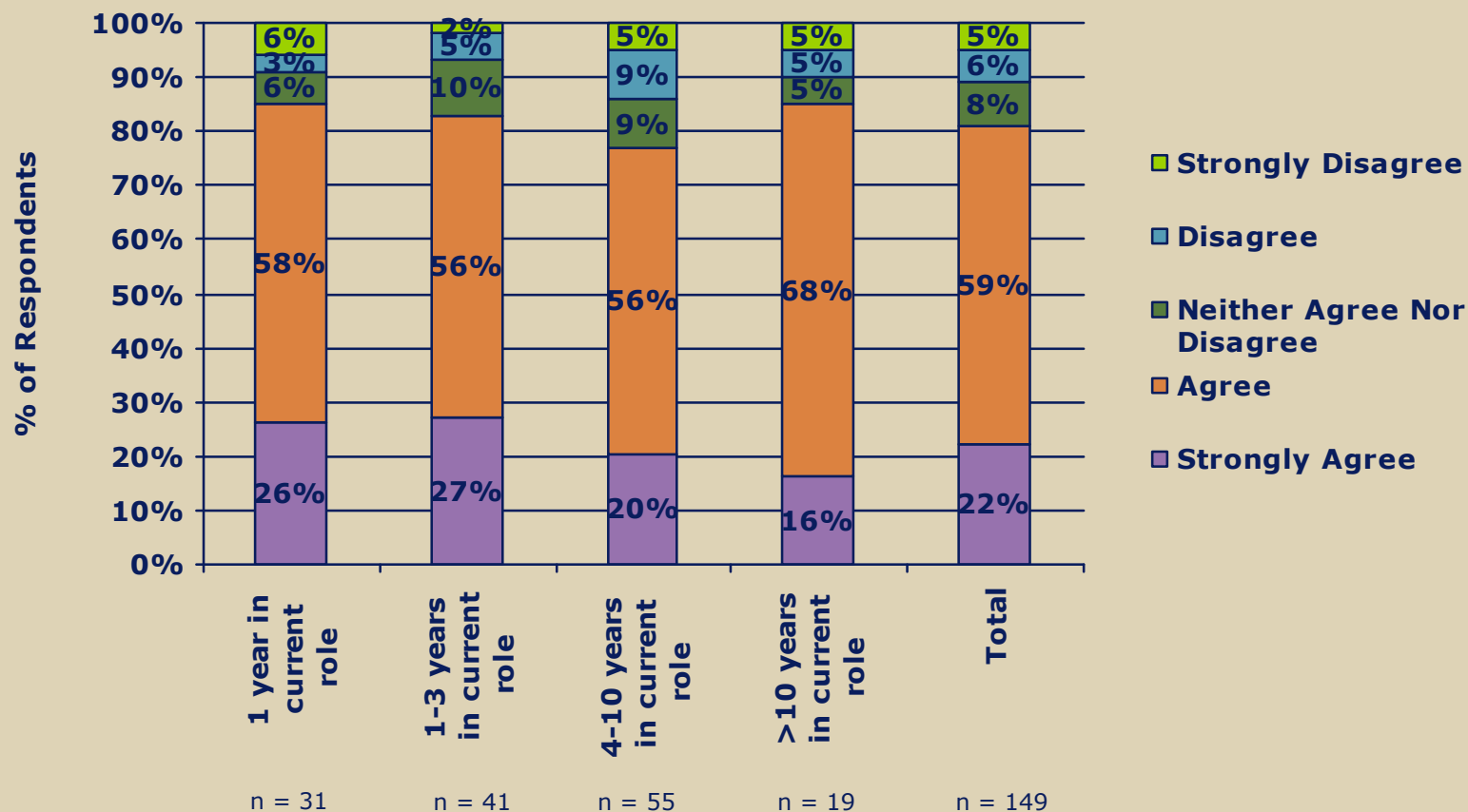
How strongly do you agree or disagree that I have received adequate training on CRMS?



All categories had approximately 50% of the survey respondents report that they have received adequate CRMS training, with the exception of social workers that have over 10 years of experience in their current role; these individuals had 41% of respondents report adequate training.

CRMS contact information

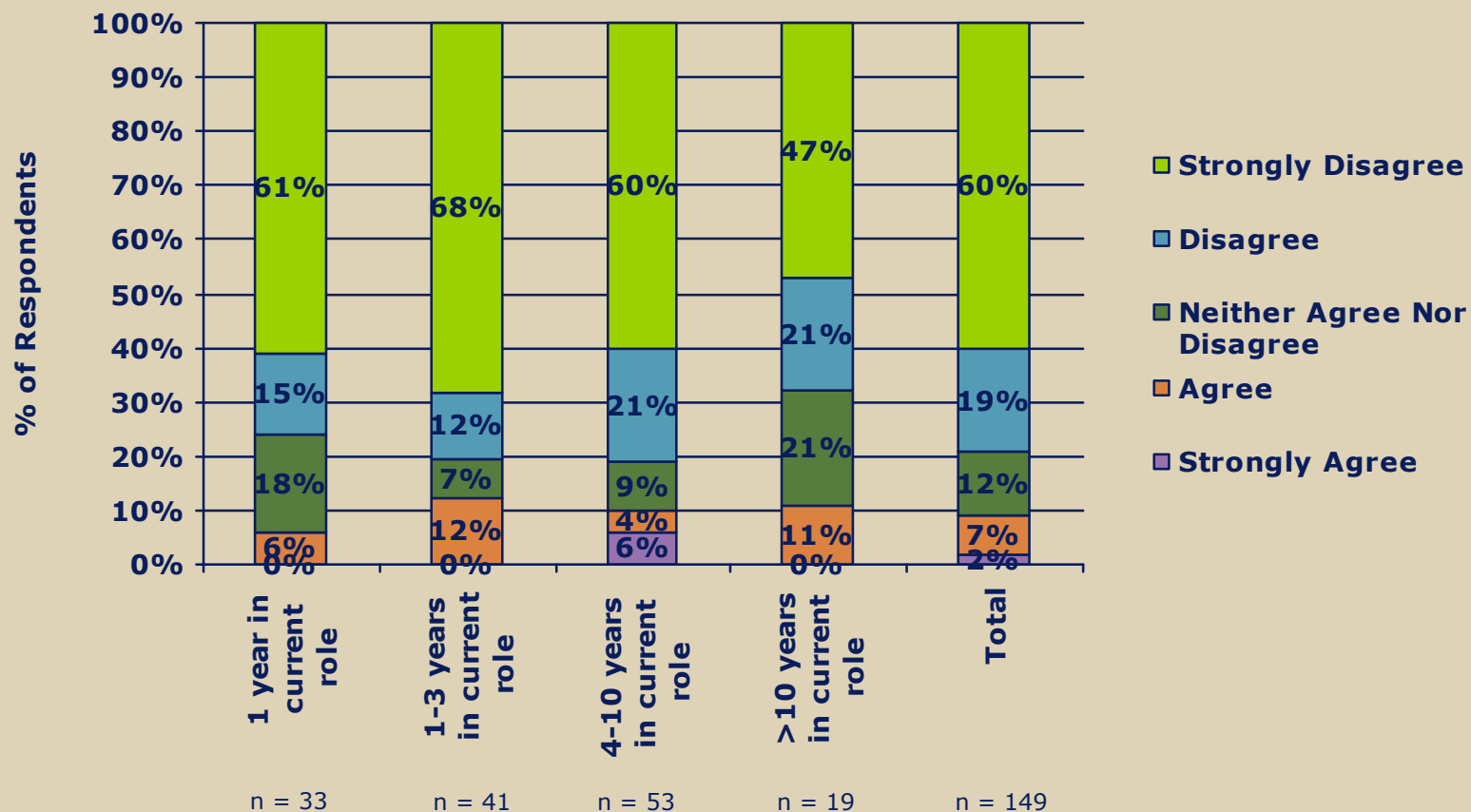
How strongly do you agree or disagree that I know who to call with questions about CRMS?



Regardless of the number of years in their current role, social workers reported that they know who to call for CRMS support.

CRMS time restraints

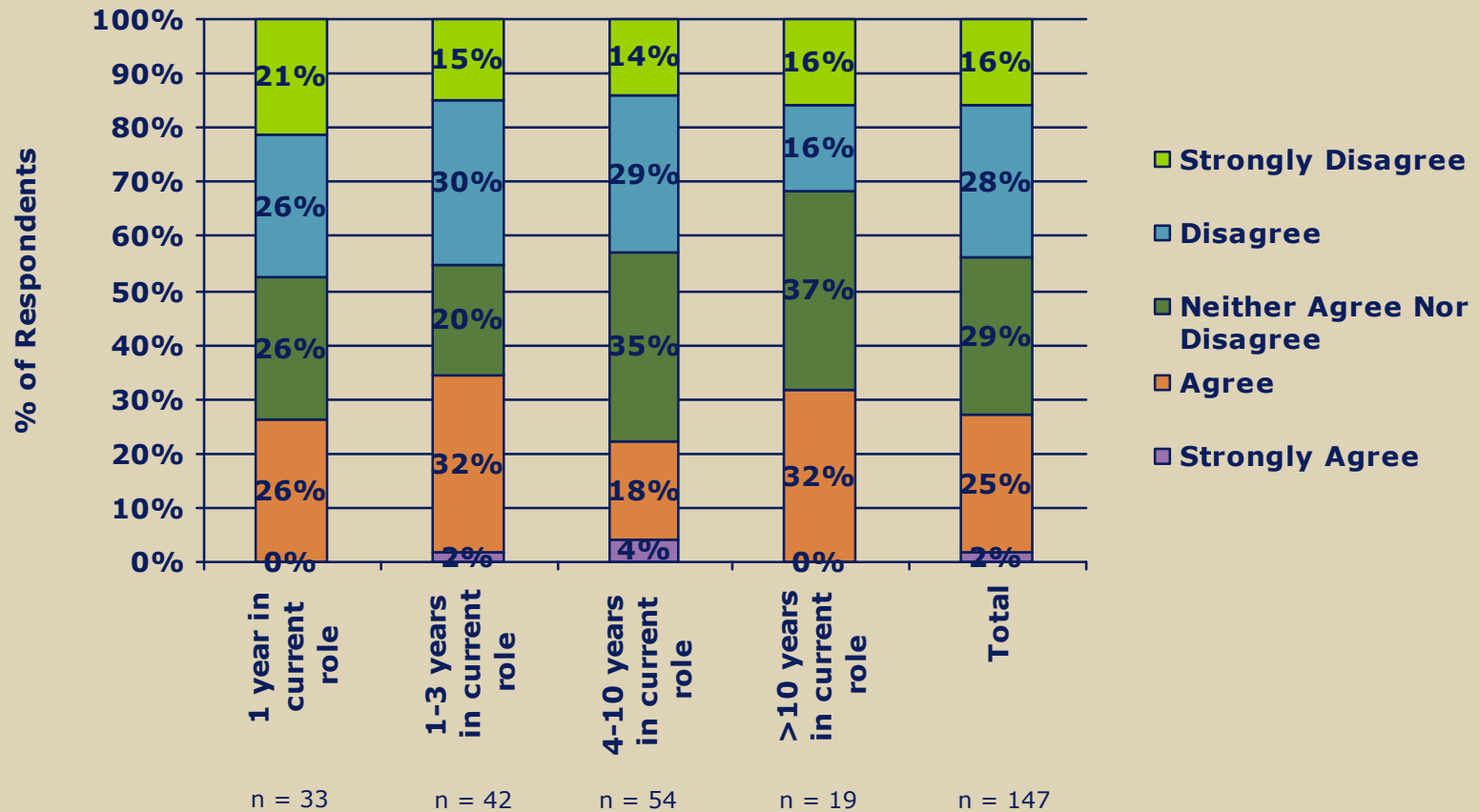
How strongly do you agree or disagree that I have sufficient time to complete CRMS documentation?



Consistently across all categories, social workers feel they do not have sufficient time to complete CRMS documentation.

Technical support for risk management system

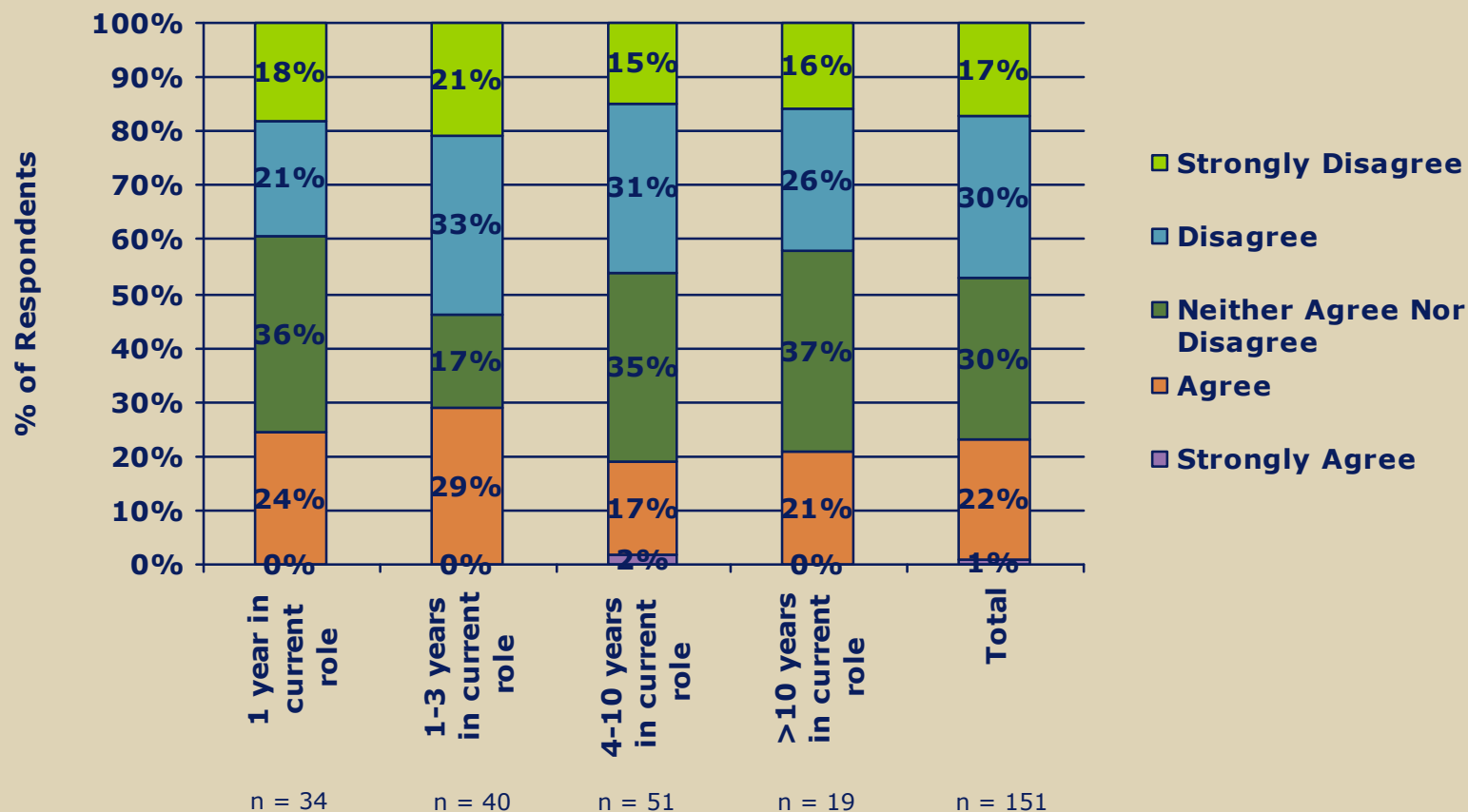
How strongly do you agree or disagree that I have the technical support I need to utilize the computerized risk management system?



Social workers with 4 to 10 years of experience in their current role responded at 78% that they do not feel they have the technical support they need; while the most positive feedback came from social workers with 1 to 3 years of experience at 65% indicating they feel they do not have the technical support.

Program support for risk management system

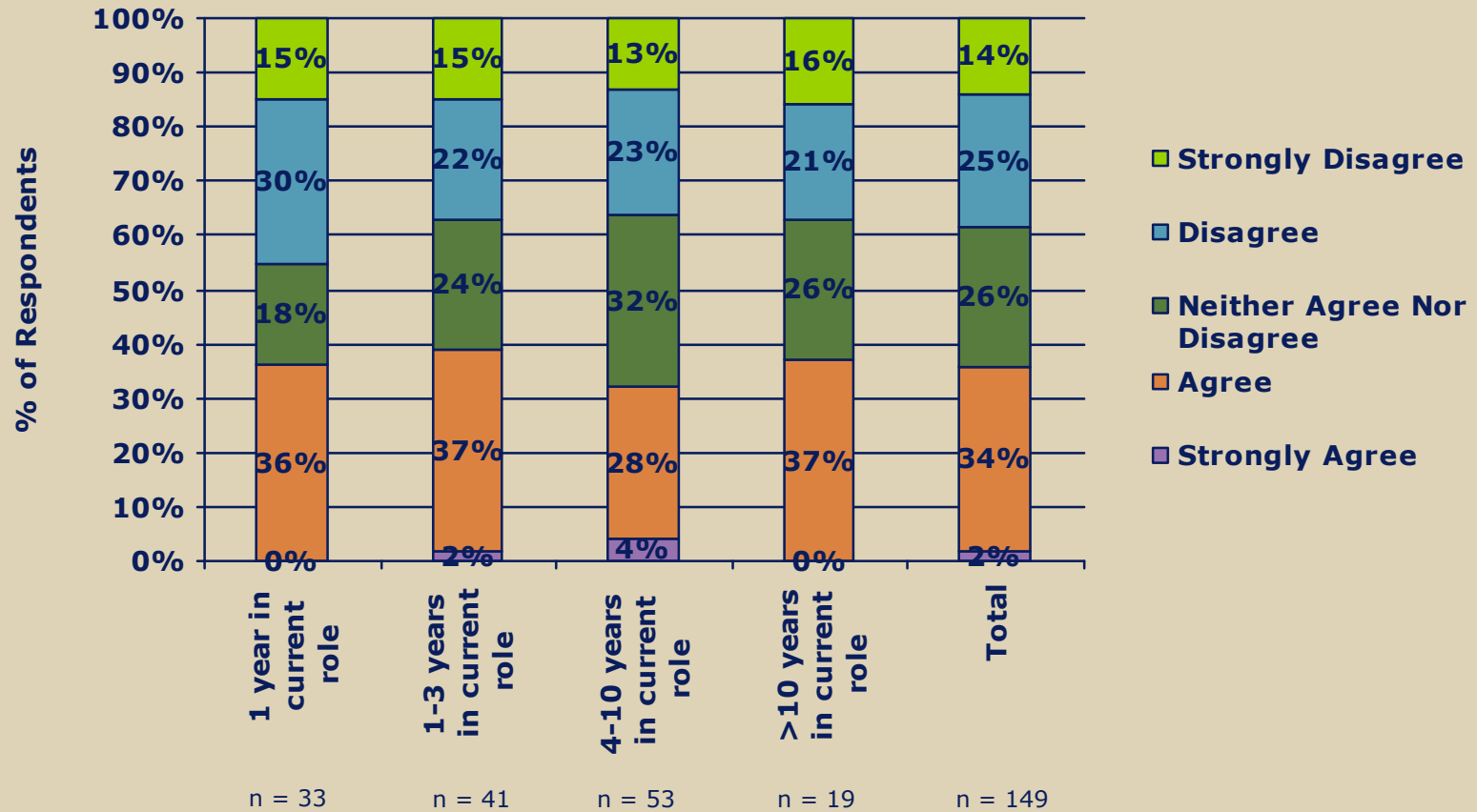
How strongly do you agree or disagree that I have the program support I need to utilize the computerized risk management system?



Similar to the technical support, social workers with 4 to 10 years of experience reported the lowest level of agreement at 17% for having the program support, while the 1 to 3 years of experience category was again the segment that had the highest agreement, but this was still only 29%.

Technical support for case management system

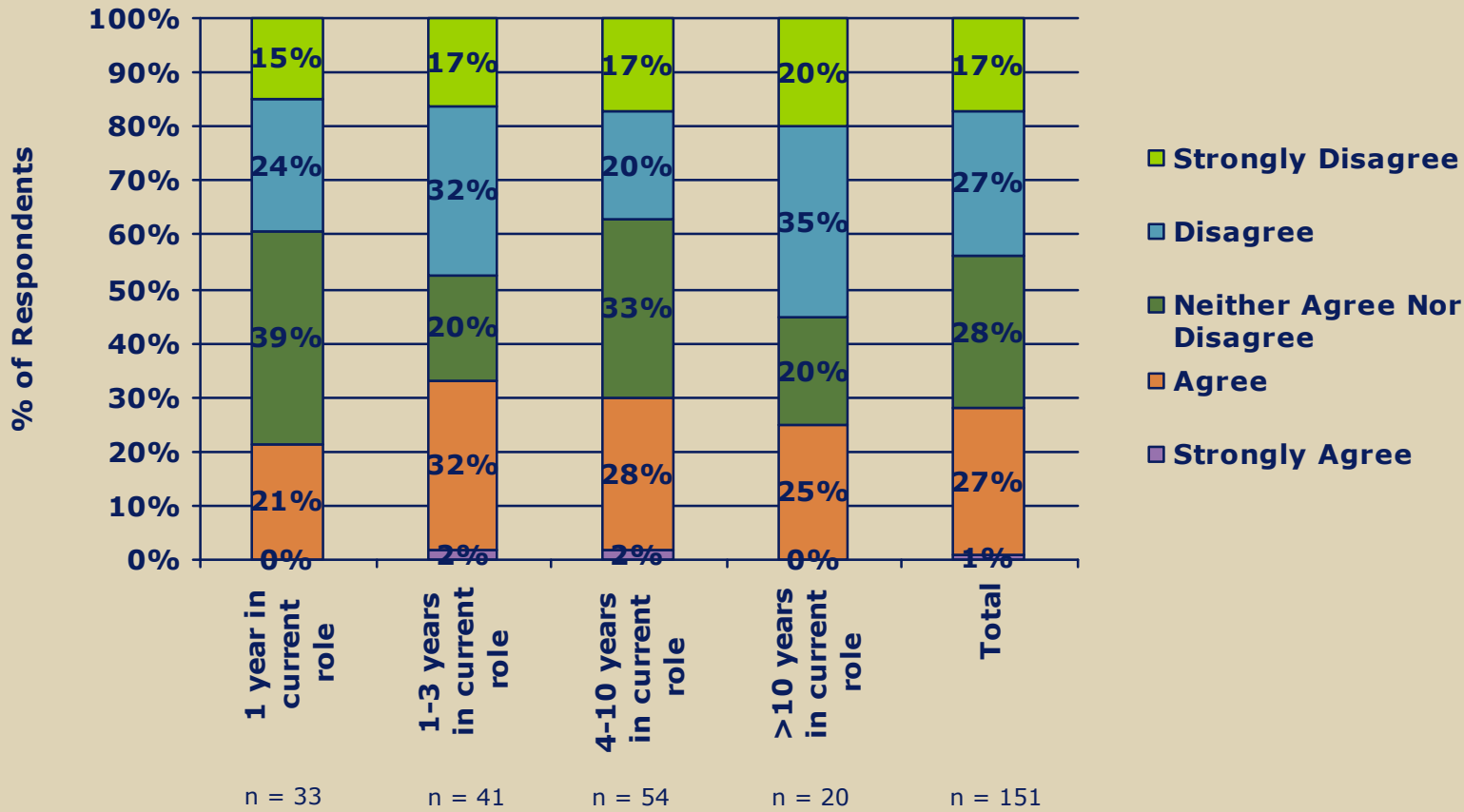
How strongly do you agree or disagree that I have the technical support I need to utilize the computerized case management system?



Social worker respondents were 32% to 39% in agreement that they have the technical support they need to utilize the computerized case management system.

Program support for case management system

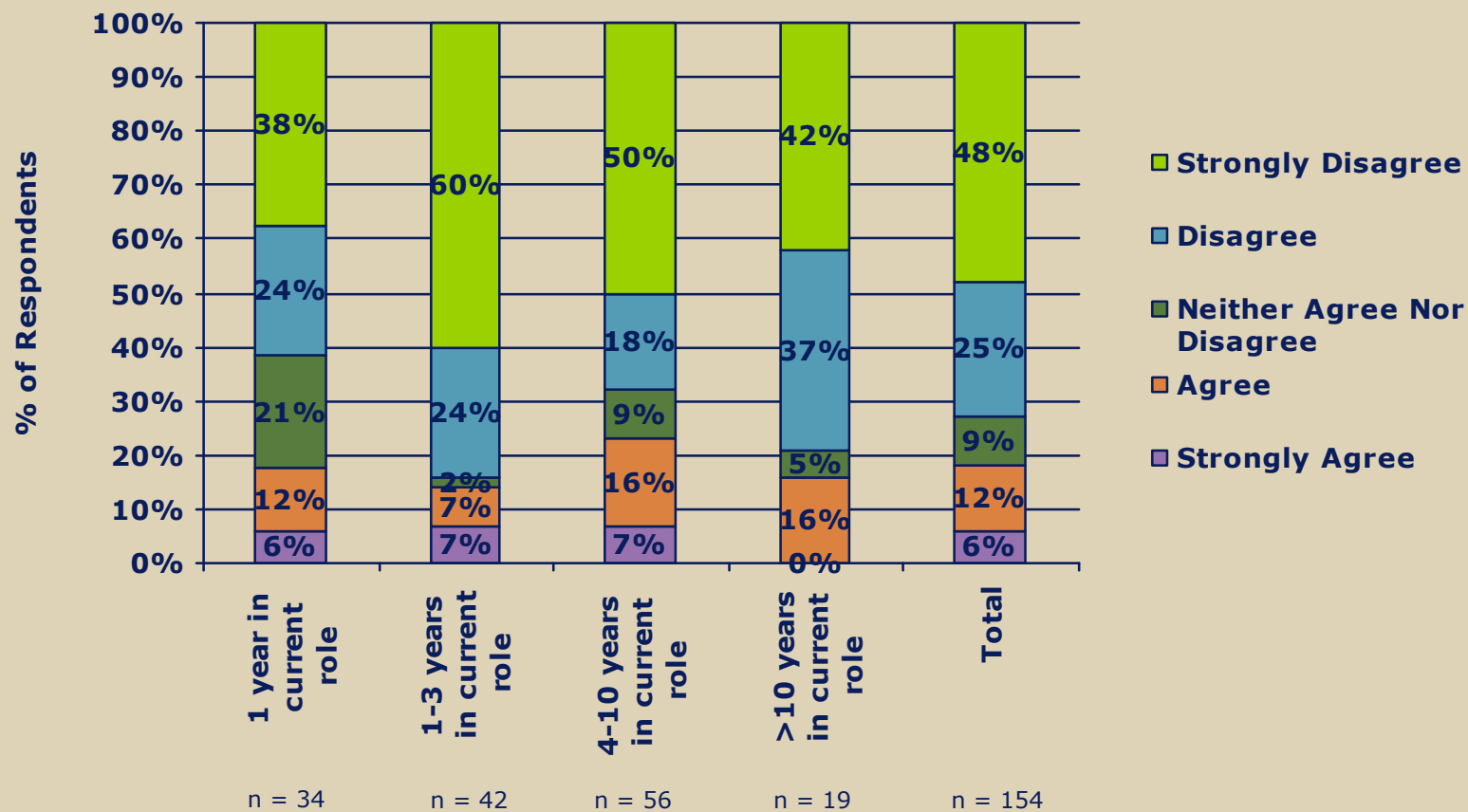
How strongly do you agree or disagree that I have the program support I need to utilize the computerized case management system?



Only 21% of social workers with under one year of experience agreed they had the necessary program support needed to utilize the system, as compared to 34% of respondents from the 1 to 3 years segment.

Performance appraisals

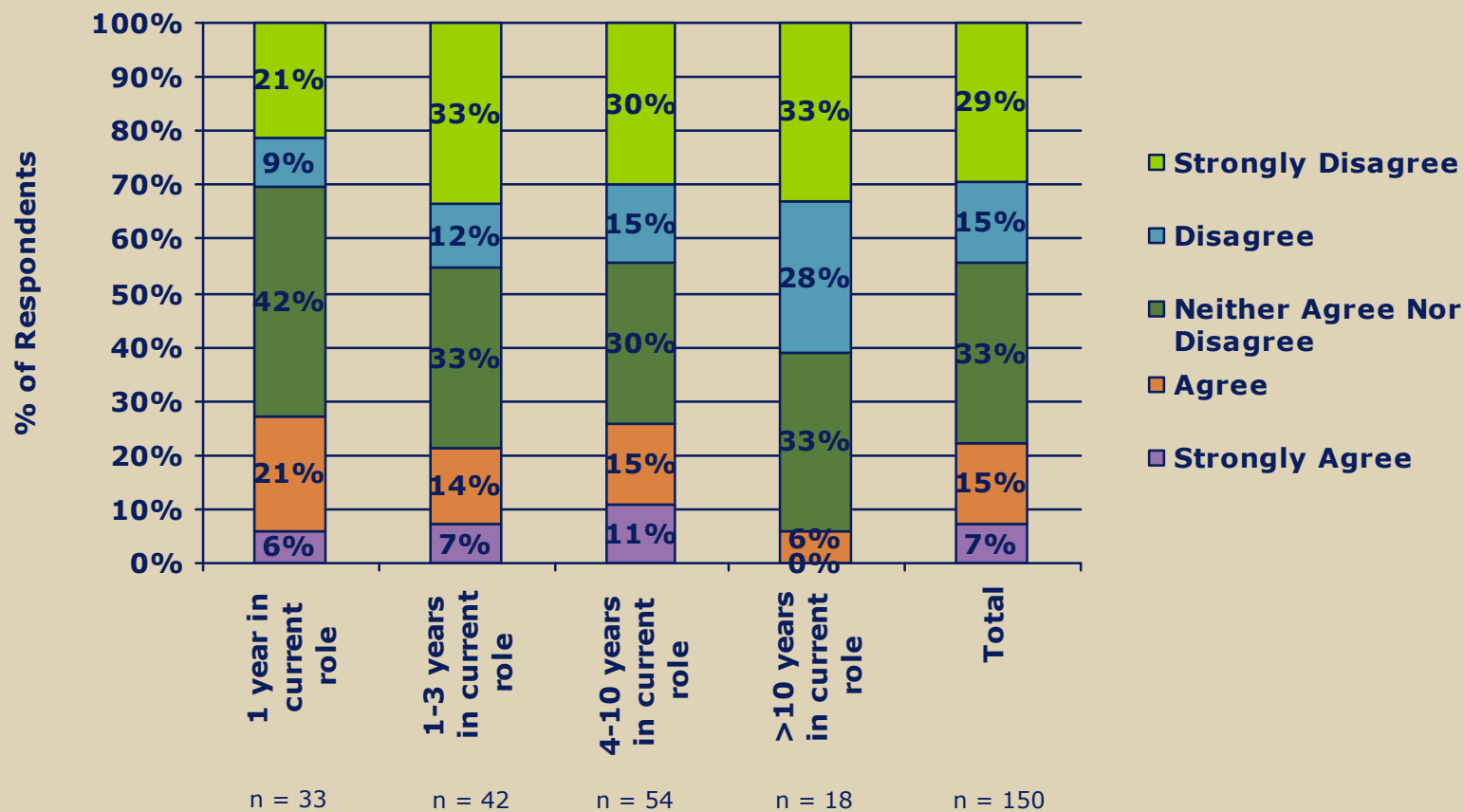
How strongly do you agree or disagree that I have regular performance appraisals?



All social worker respondents segments reported similarly that they largely do not feel they have regular performance appraisals.

Performance appraisal system

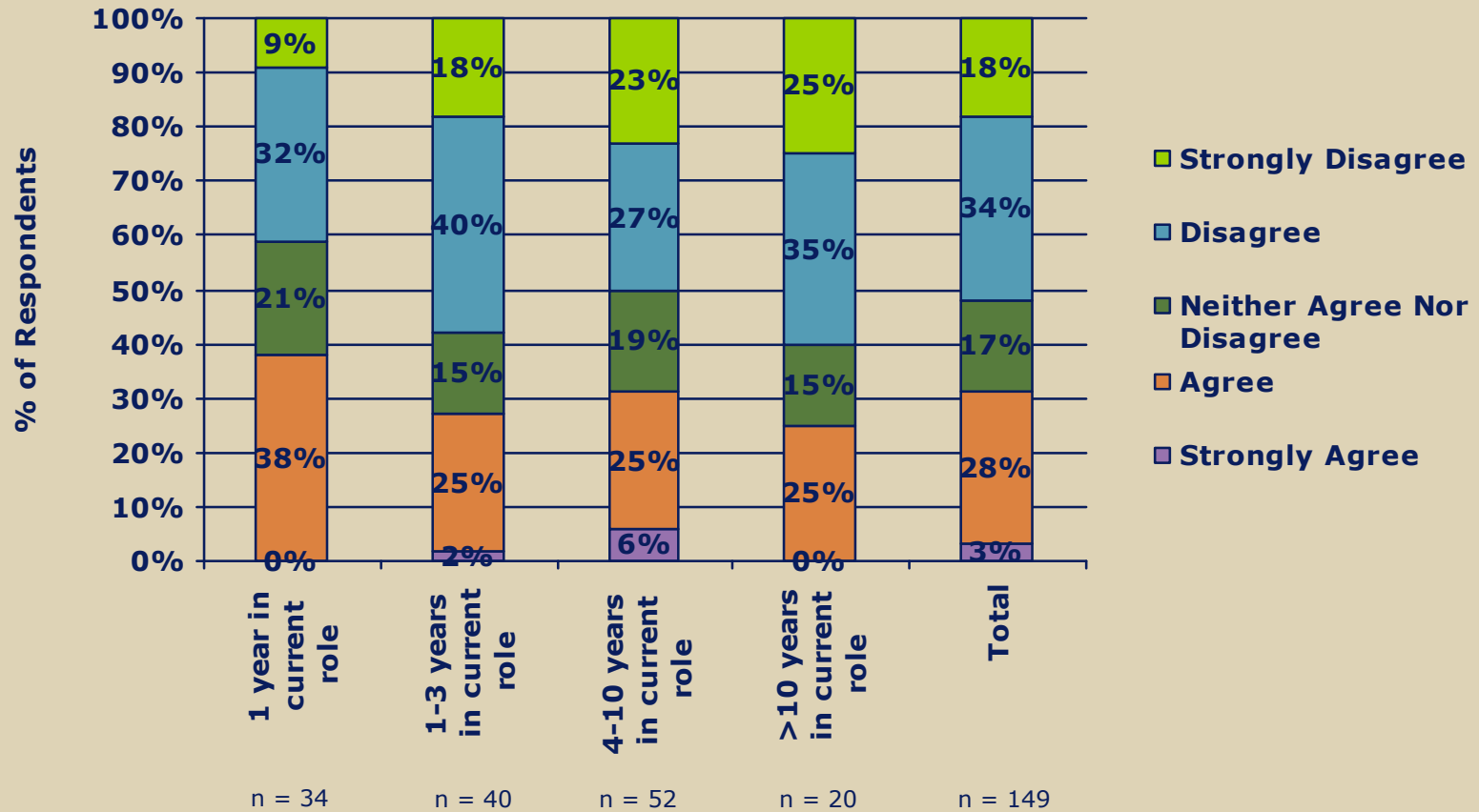
How strongly do you agree or disagree that I the performance appraisal system is useful for me?



Consistently across all segments, the response was that social workers either disagree or are indifferent with respect to the statement that the performance appraisal system is useful for them. Those social workers with the most experience agreed the least that the system is useful to them, responding at roughly 6%.

Access to community resources

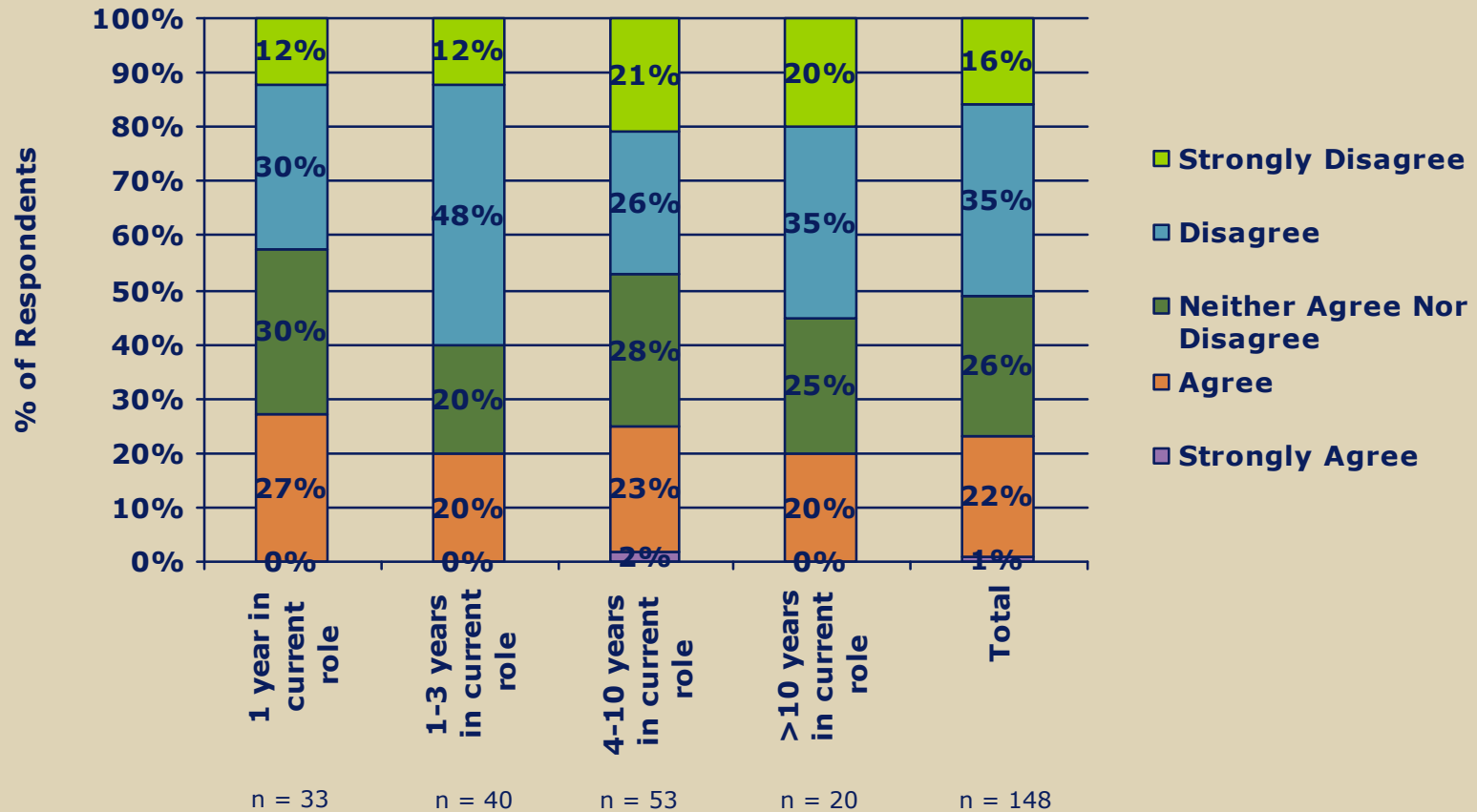
How strongly do you agree or disagree that I have access to the resources I need in my community?



Social workers with 10 years or more in their current role reported the lowest level of agreement at 25% that they have access to the necessary community resources. On the other hand, social workers with the least amount of experience reported 38% of the time they have the necessary access to community resources.

Access to regional resources

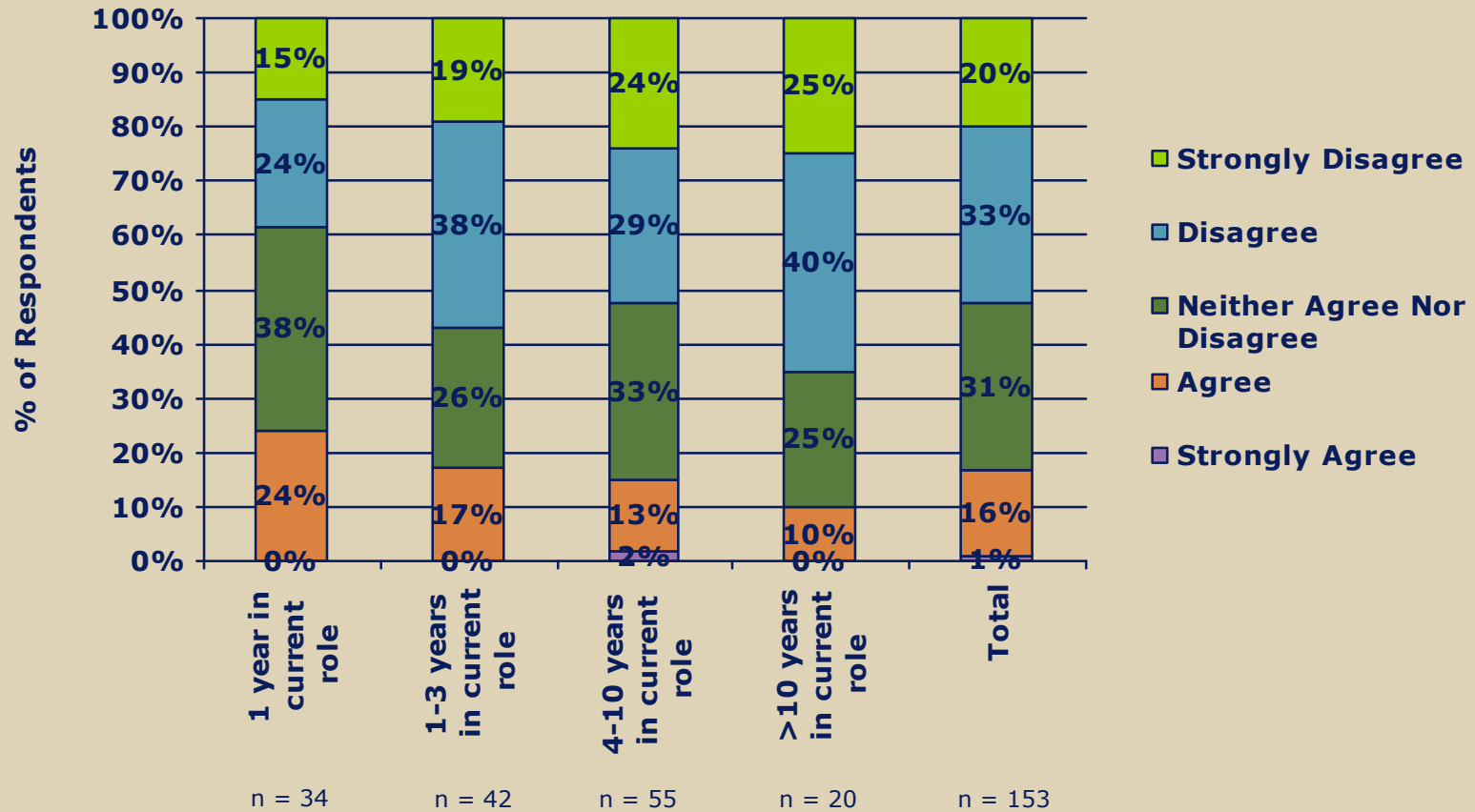
How strongly do you agree or disagree that I have access to the resources I need in my region?



Social workers with 10 years or more in their current role reported the lowest level of agreement at 20% that they have access to the necessary regional resources. On the other hand, social workers with the least amount of experience reported 27% of the time they have the necessary access to regional resources.

Access to Provincial resources

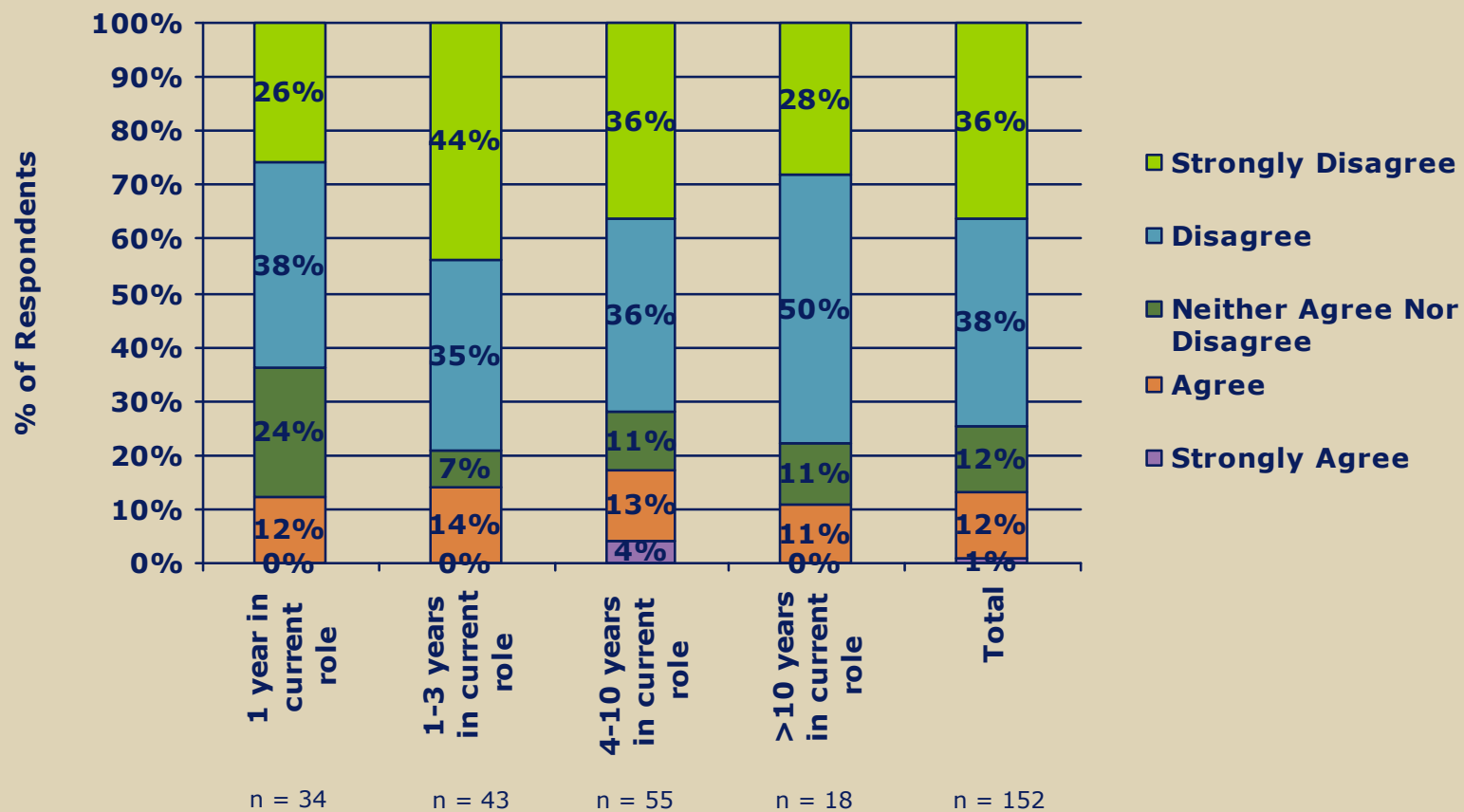
How strongly do you agree or disagree that I have access to the resources I need in the Province?



With increasing years of experience in their current role, social workers responded to having a decreasing level of necessary access to Provincial resources.

Job safety

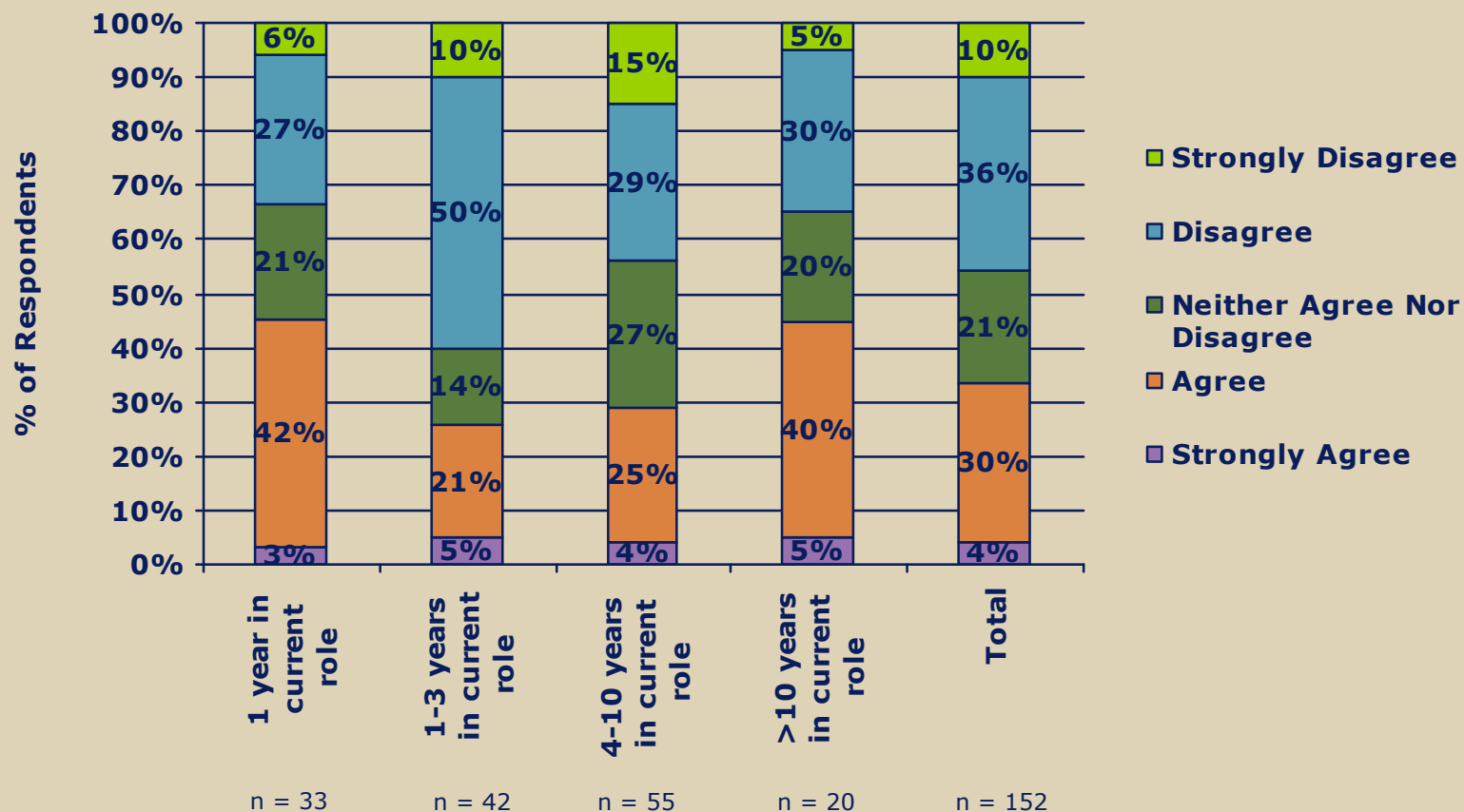
How strongly do you agree or disagree that I supports are in place to ensure I am safe while on the job?



All social worker respondent segments reported strongly that they do not believe supports are in place to ensure they are safe while on the job.

Information received from outside parties

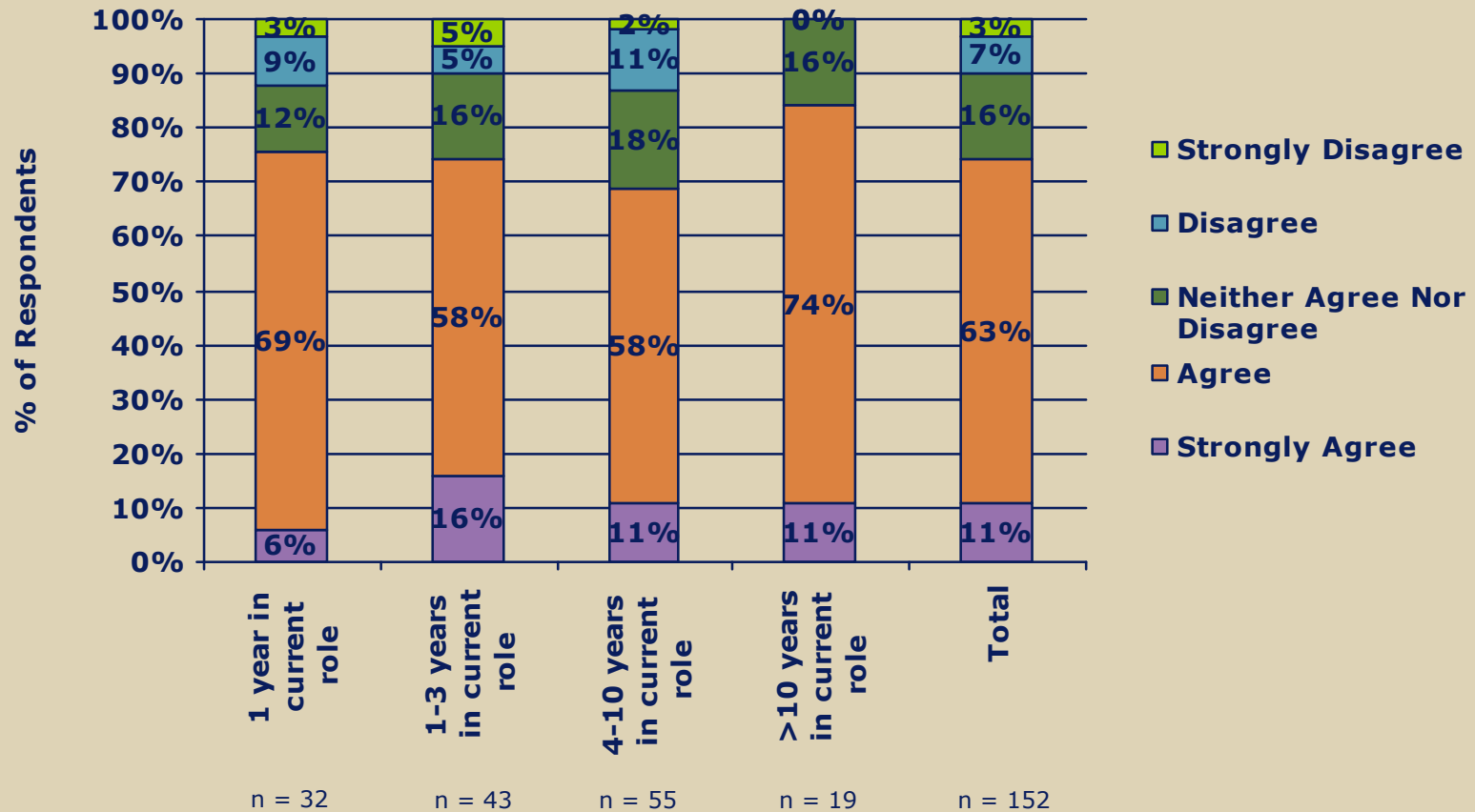
How strongly do you agree or disagree that I get the information I need from outside parties (e.g. RCMP, schools, health practitioners) to do my job effectively?



Social workers with less than one year of experience plus those with more than 10 years of experience reported 45% in agreement that they access the information they require from outside parties. Conversely, for the remaining two segments the response was less favourable at 26% to 29%, respectively.

Information provided to outside parties

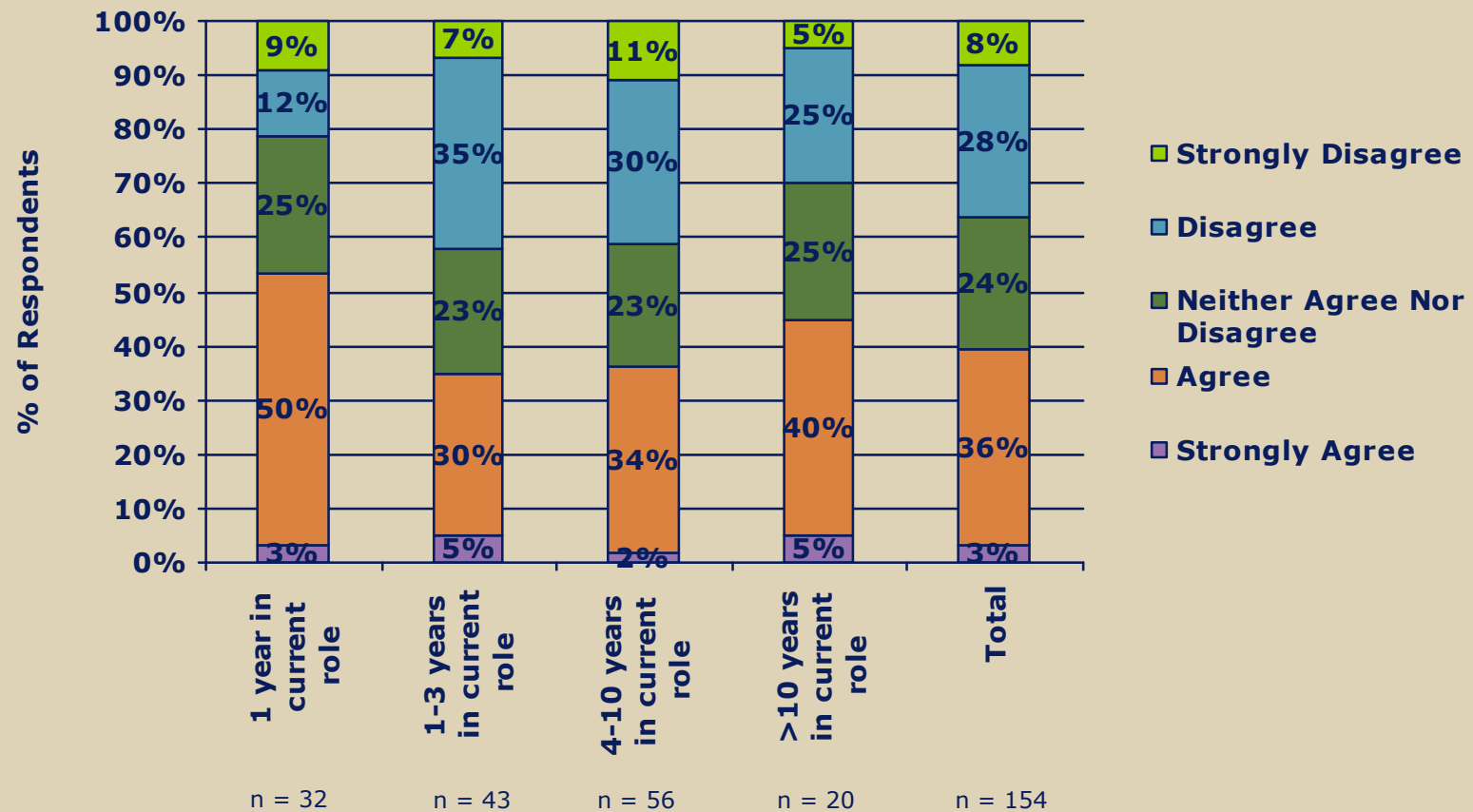
How strongly do you agree or disagree that I provide the information needed by outside parties (e.g. RCMP, schools, health practitioners) to enable them do their jobs effectively?



All segments at 70% or more consistently reported that they provided the information needed by outside parties.

Information received from parties within region

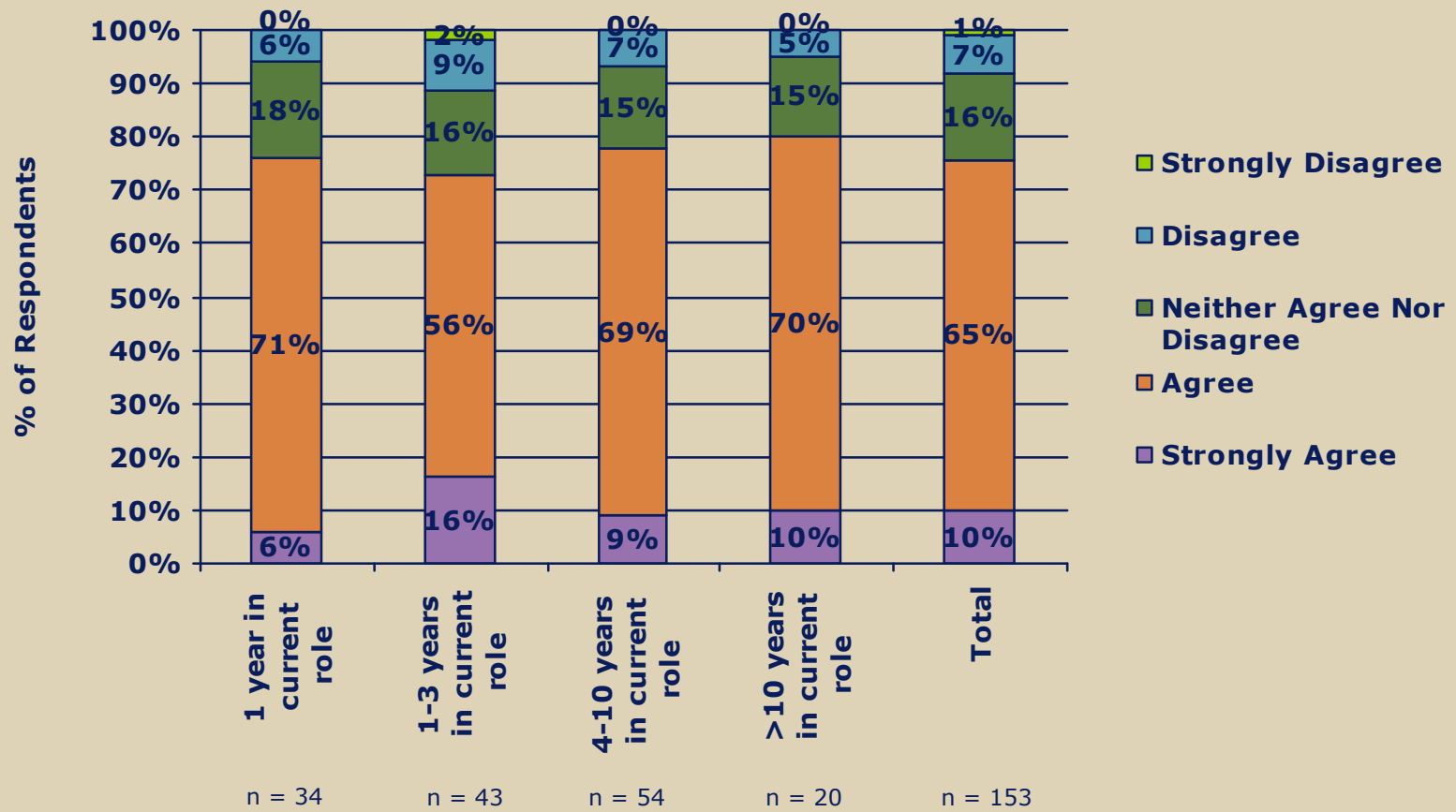
How strongly do you agree or disagree that I get the information I need from parties within my region (e.g. Addictions, Mental Health, Public Health) to do my job effectively?



Social workers with less than one year of experience plus those with more than 10 years of experience reported 45% to 53% in agreement that they access the information they require from within the Authority. Conversely, for the other two segments the response was less favourable at 35% to 36%, respectively.

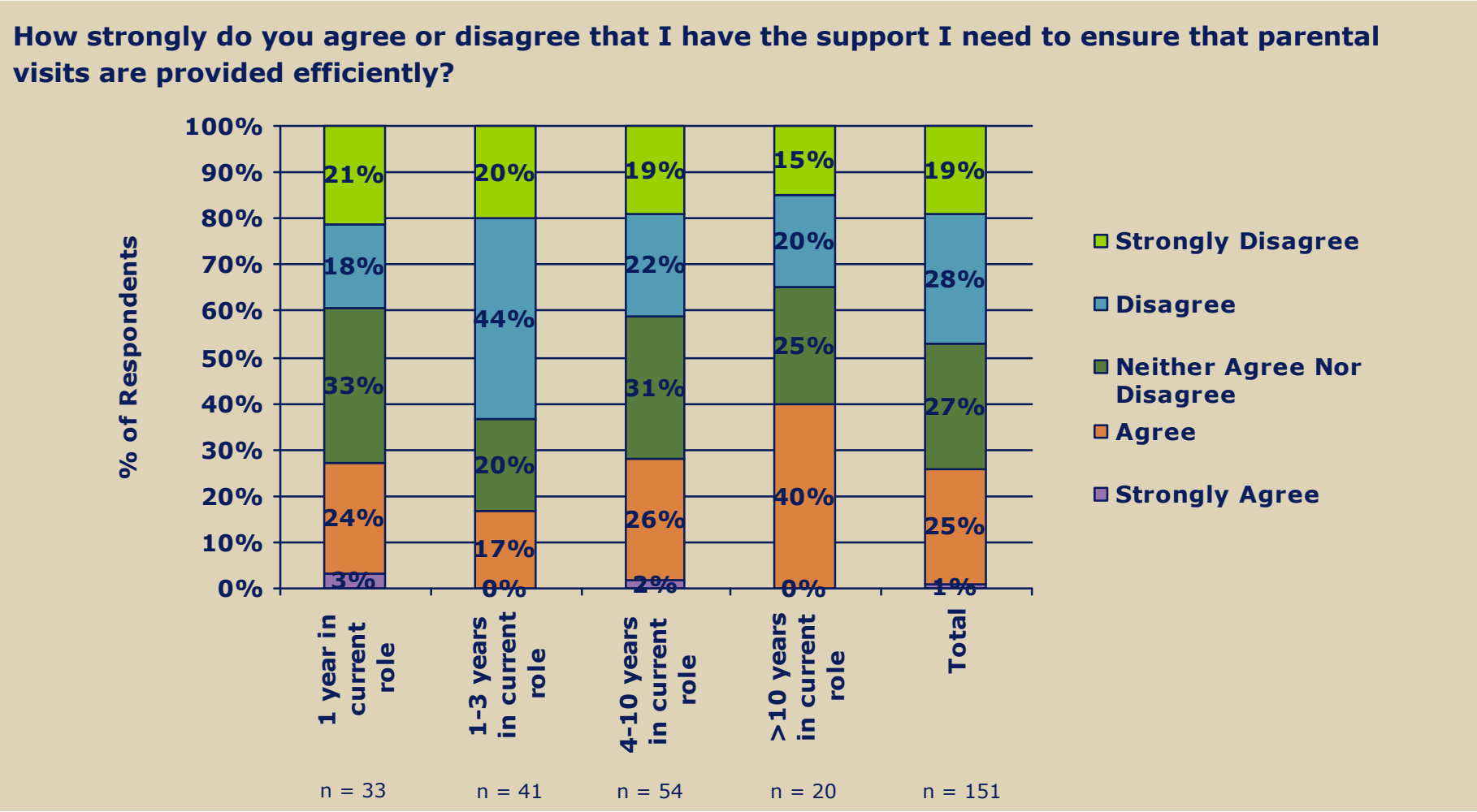
Information provided to parties within region

How strongly do you agree or disagree that I provide the information needed by parties within my region (e.g. Addictions, Mental Health, Public Health) to enable them to do their job effectively?



All segments at 72% or more consistently reported that they provided the information needed by parties within the Authority.

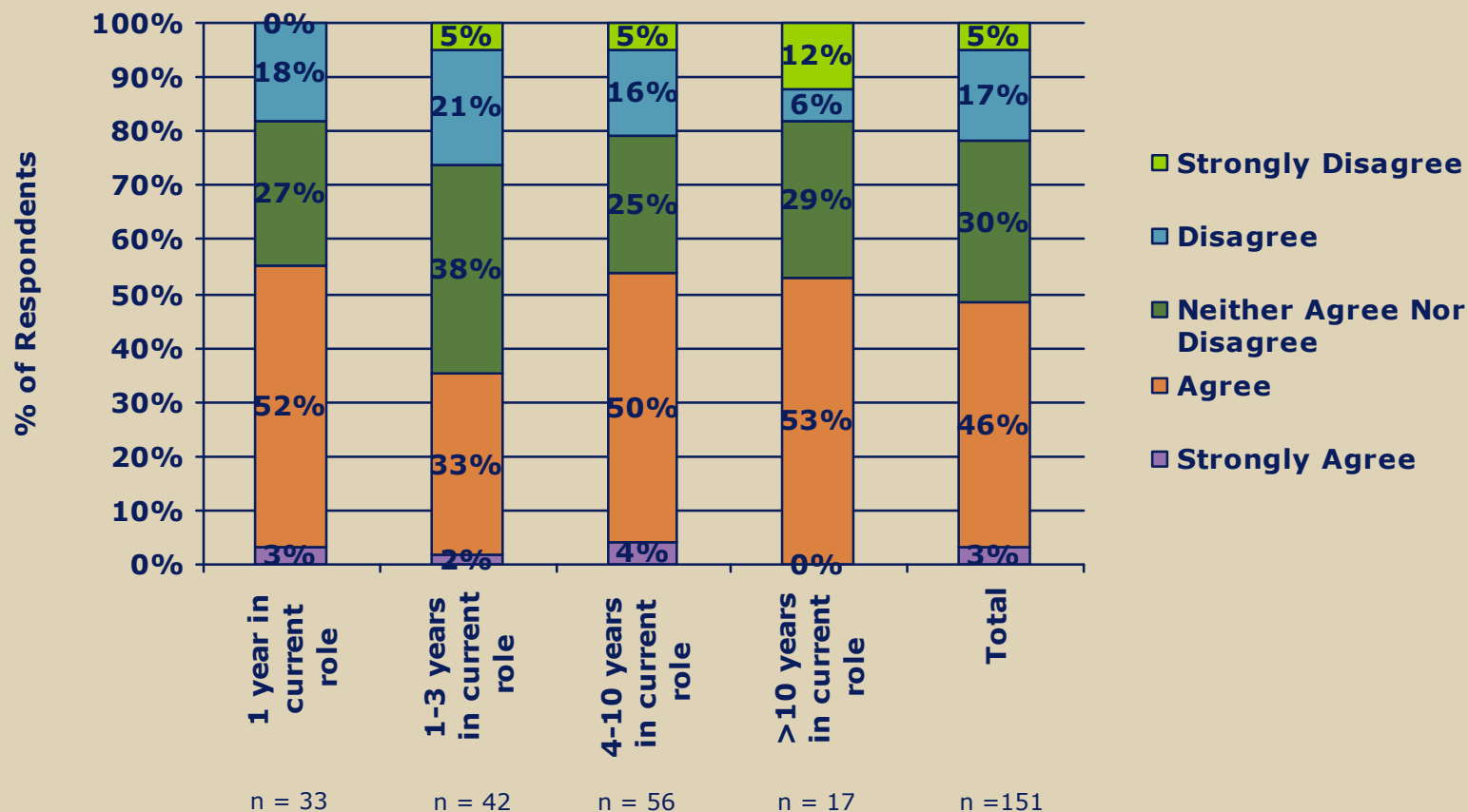
Parental visits



Social workers with 1 to 3 years of experience in their current role had the lowest agreement at 17% with respect to having the required support for parental visits; while social workers with more than 10 years of experience reported the highest agreement at 40% for having the necessary support.

Opportunities for collaboration

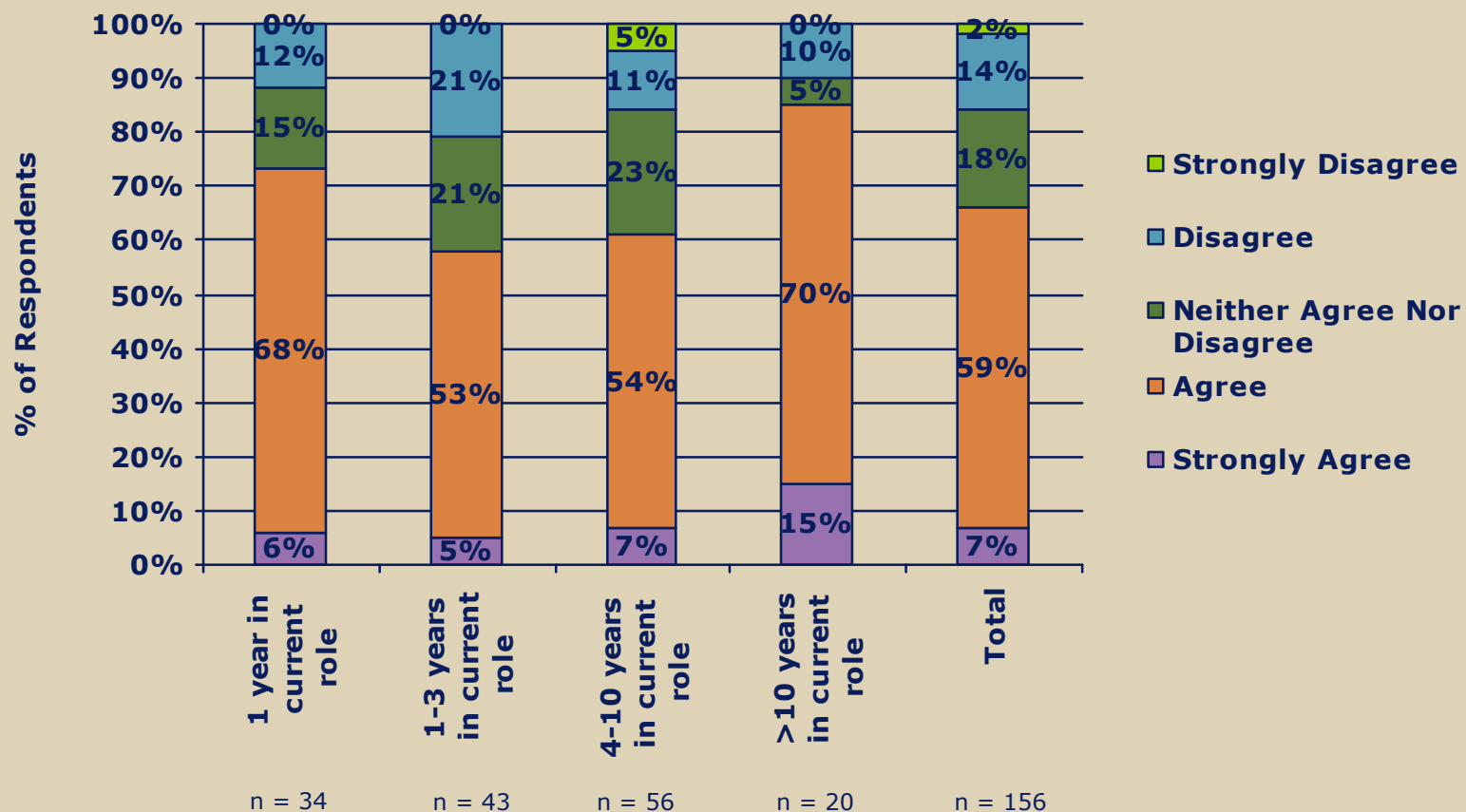
How strongly do you agree or disagree that I have opportunities for collaboration?



All segments reported approximately 50% in agreement that they have opportunities for collaboration, with the exception of social workers with 1 to 3 years of experience who noted only 35% agreement.

Opportunities to participate in case conferences

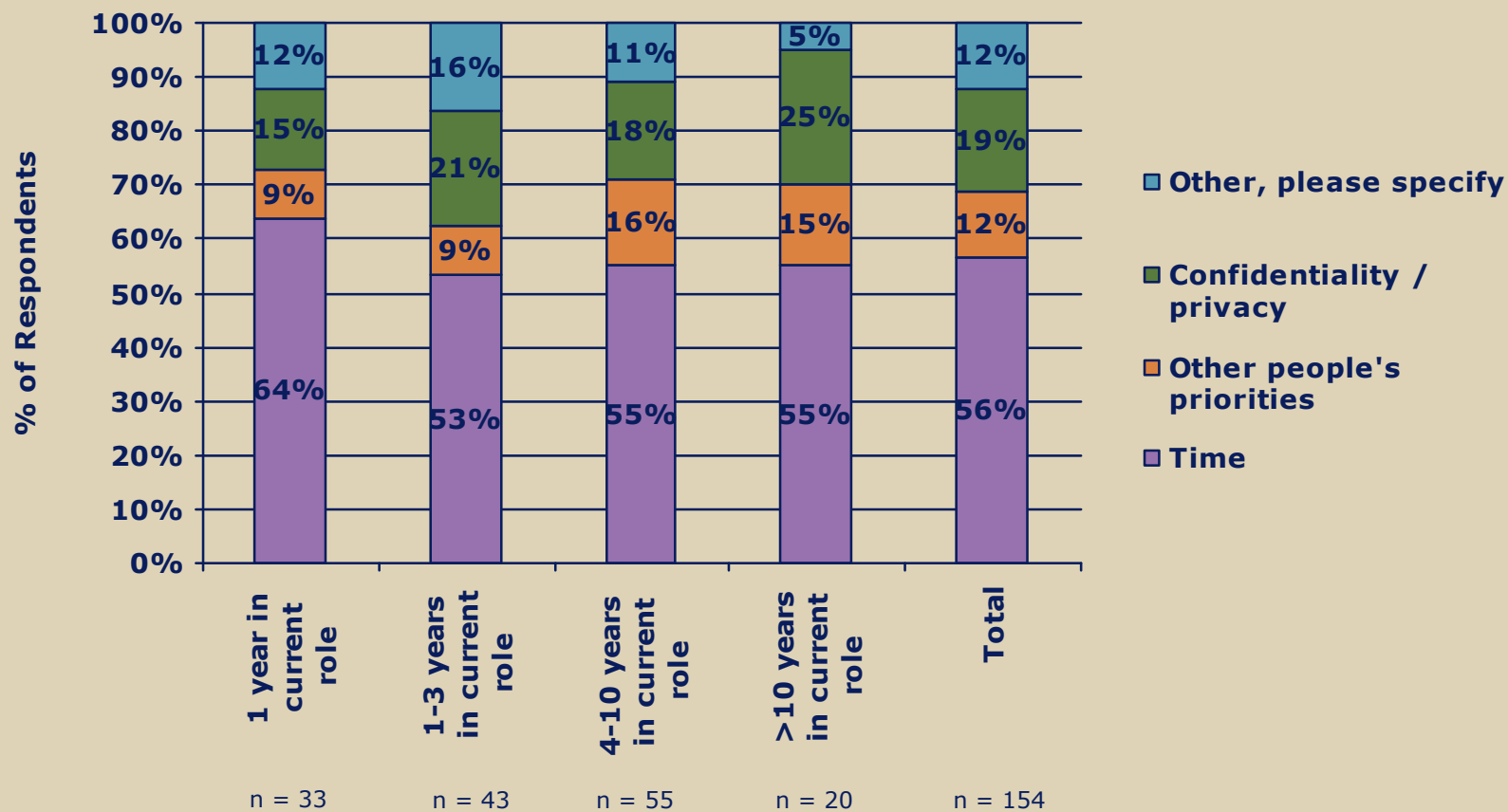
How strongly do you agree or disagree that I have opportunities to participate in case conferences such as ISSP meetings?



Social workers with 1 to 3 years and 4 to 10 years of experience were 13% to 16% lower in agreement of having opportunities to participate in case conferences, as compared to the other two segments.

Collaboration

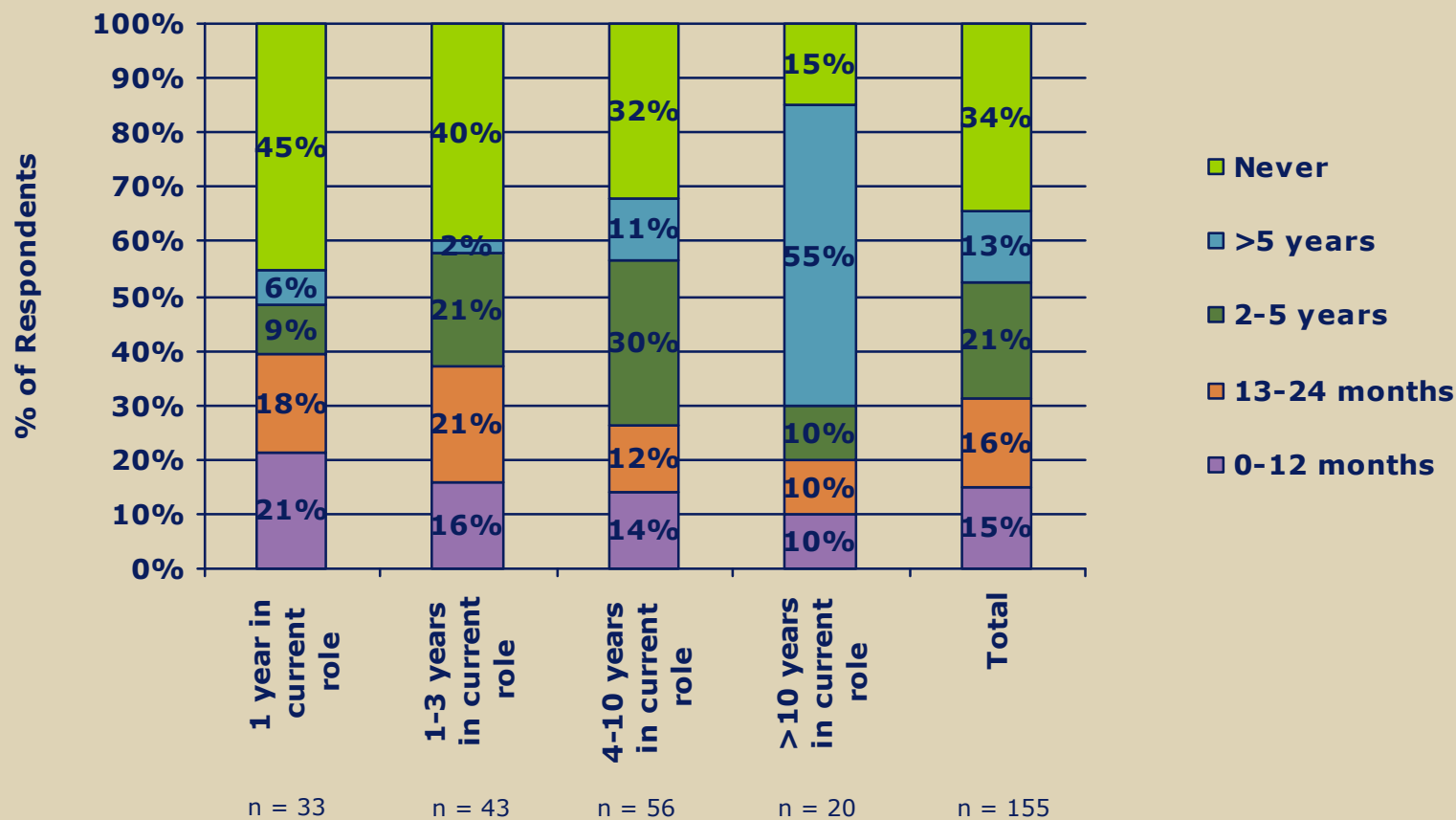
What is the primary factor that prevents you from collaborating more?



Time was consistently reported as being the primary factor that prevents participation in collaboration.

Last performance appraisal

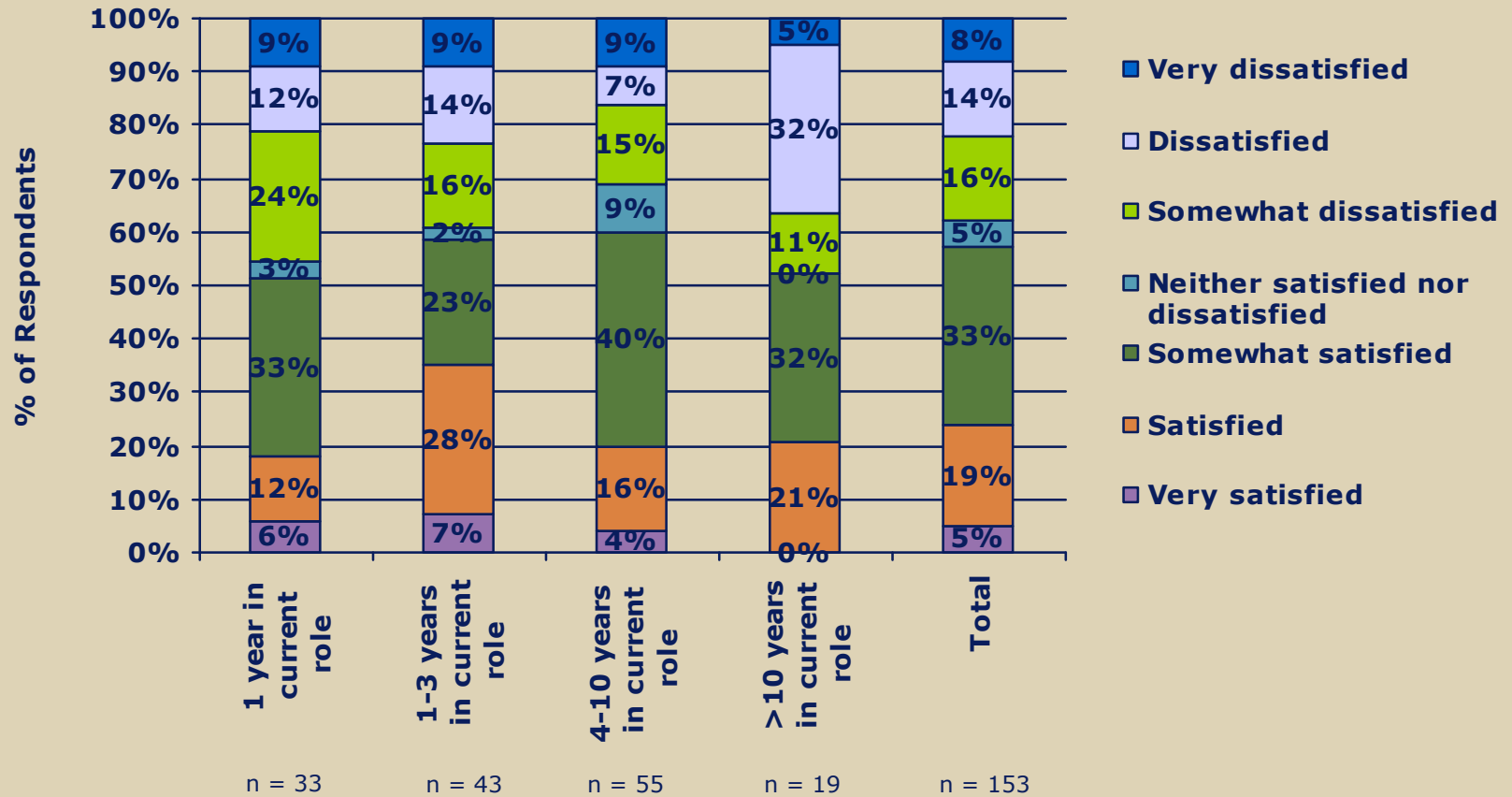
My last performance appraisal was conducted within the last:



Two trends are apparent with respect to performance appraisals. The first being that the greater the years of experience in the current role, the longer it has been since the last performance appraisal. Similarly, as the number of years of experience increases the number of social workers never having had a performance appraisal decreases.

Job satisfaction

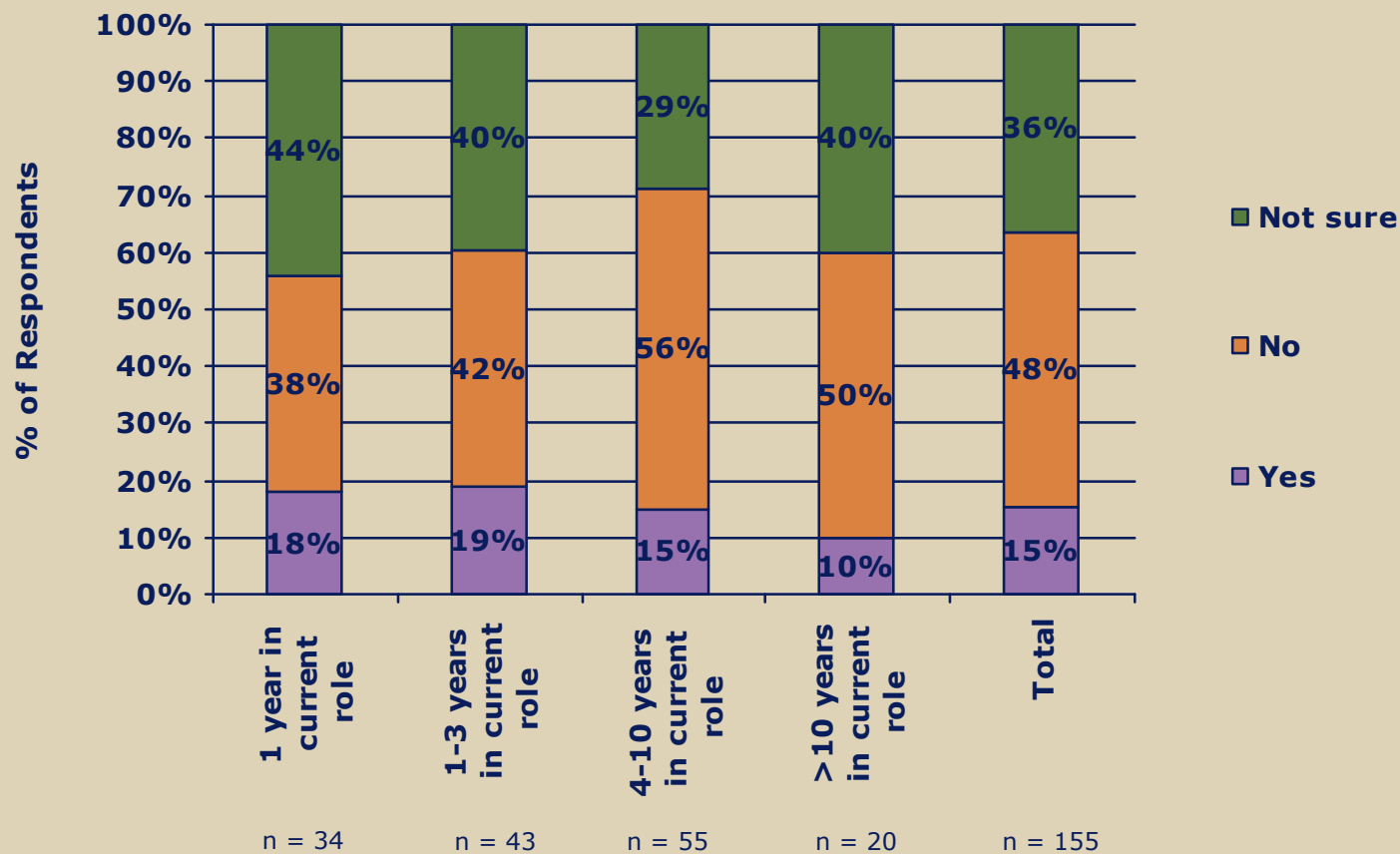
How would you rate your overall satisfaction with your job?



Between 50% to 60% of all social worker respondents across all categories noted that they were satisfied with their job.

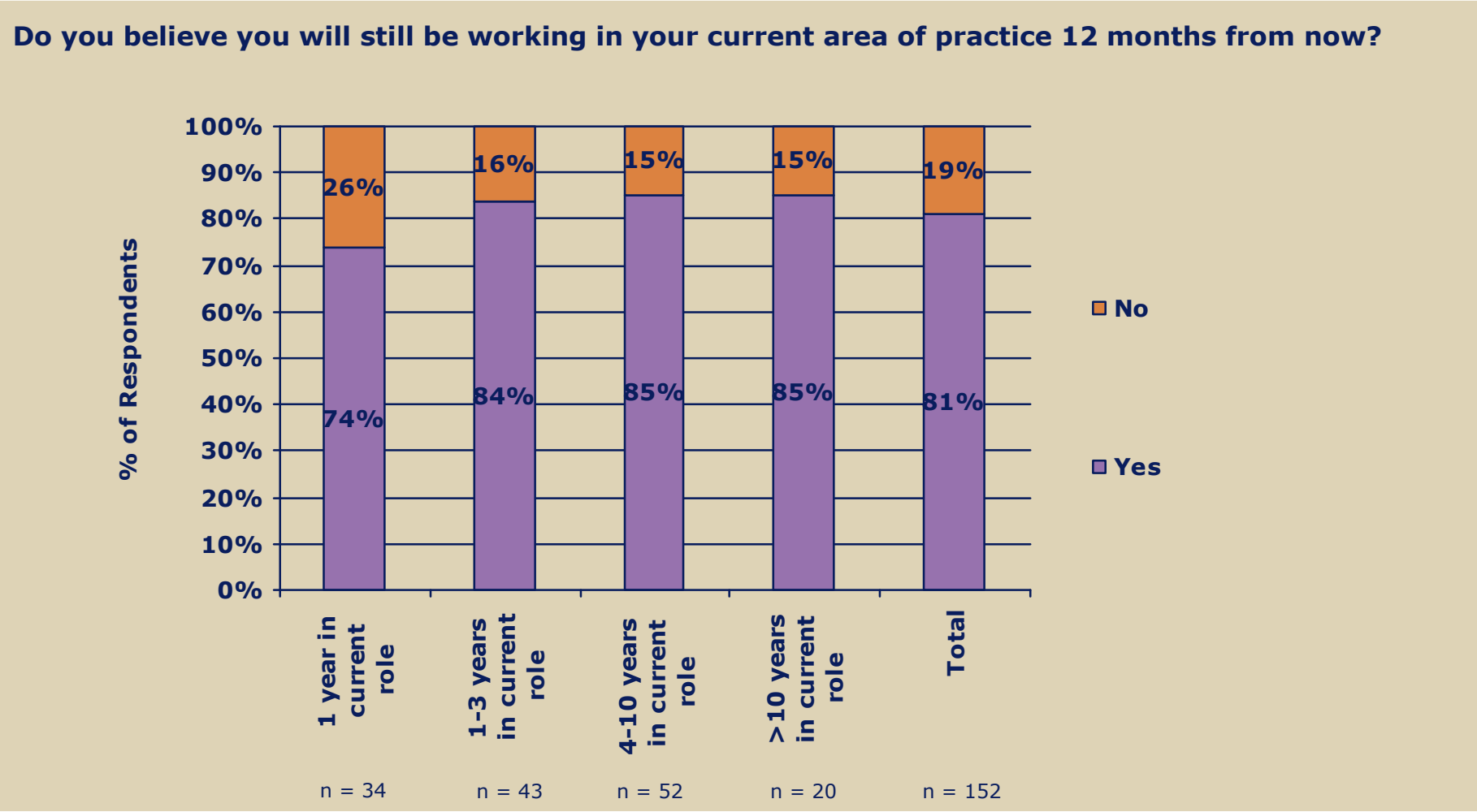
Organization recommendation

Would you recommend to a friend that they come to work for your organization?



Social workers that have been in their current role for three years or less were almost twice as likely to recommend to a friend to join the organization, as compared to social workers that had greater than 10 years of experience.

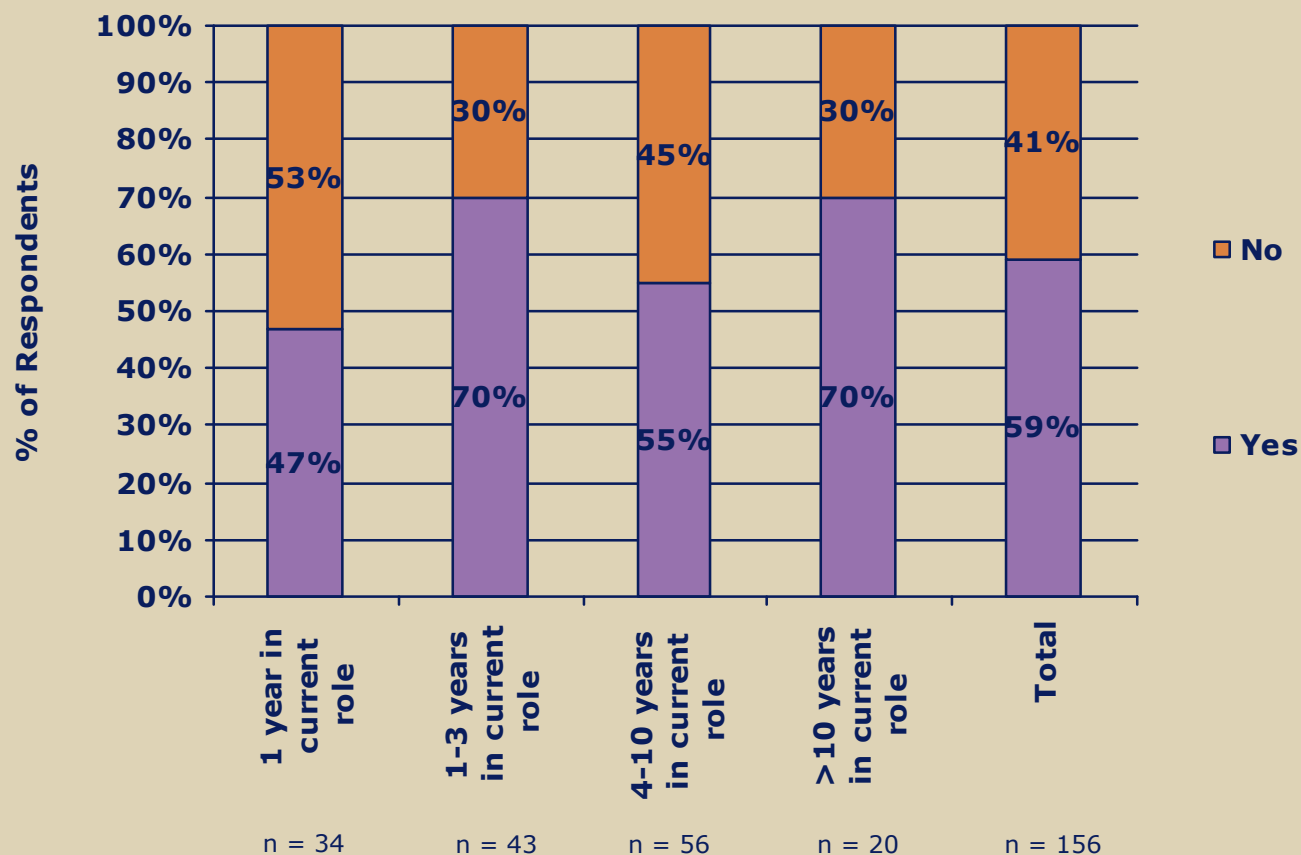
12 months from now



With the exception of social workers with less than one year of experience (74%), all social workers that responded to the survey, from all categories, were 85% likely to be in their current practice in 12 months from now.

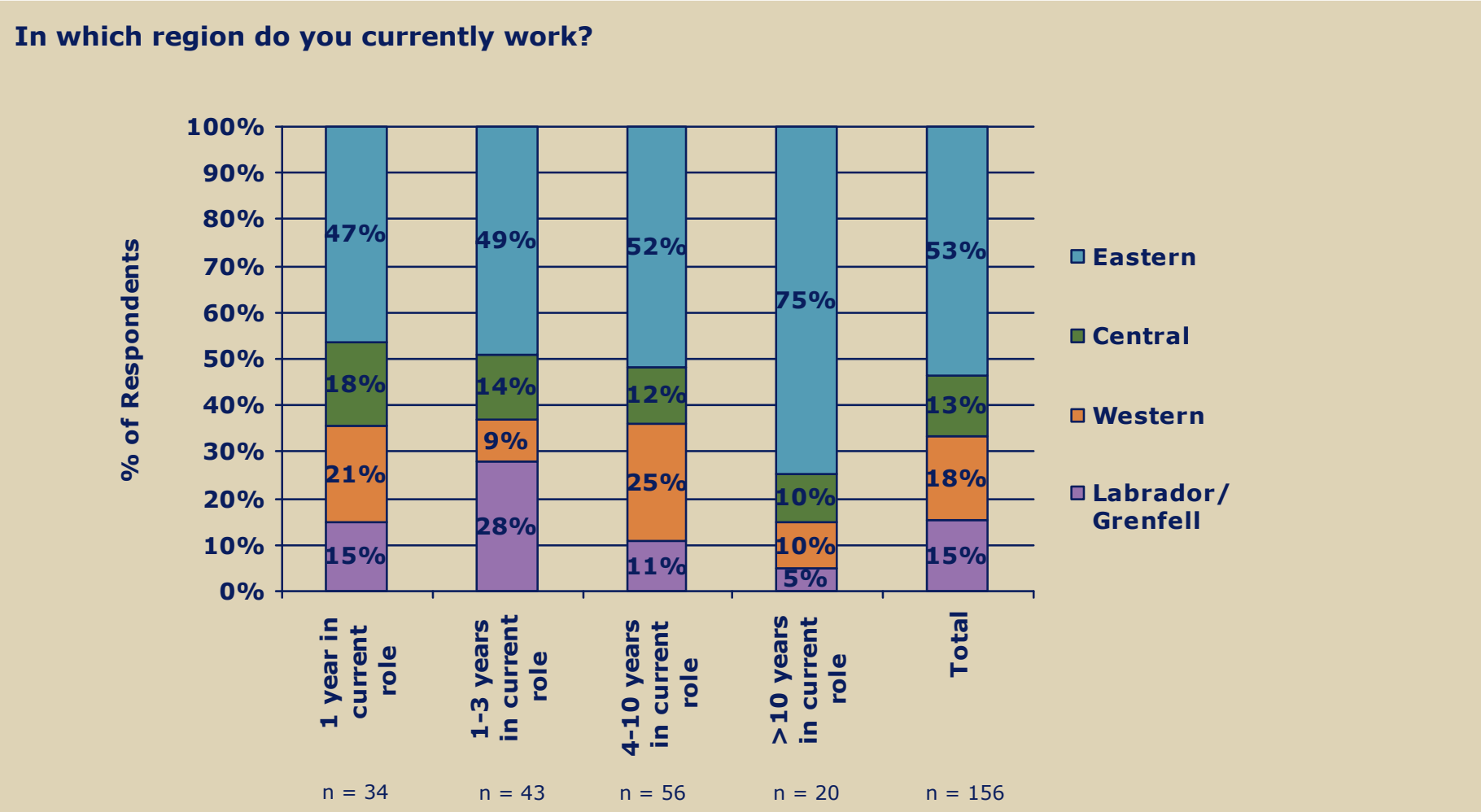
24 months from now

Do you believe you will still be working in your current area of practice 24 months from now?



Again, social workers with less than one year in their current role were less likely to be in the same role come 24 months (47%), as compared to 70% of respondents from the 1 to 3 years and greater than 10 years of experience.

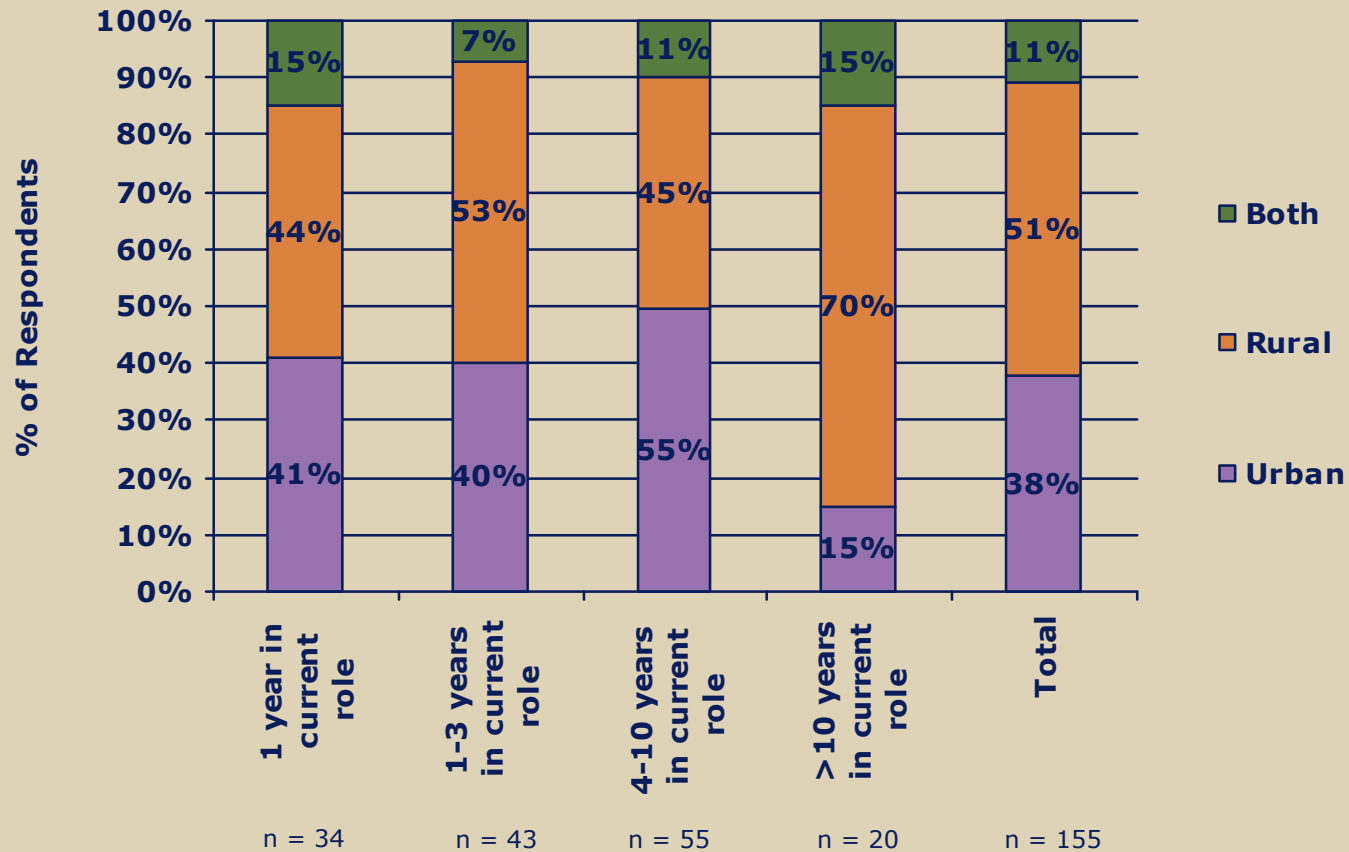
Region of work



Labrador/Grenfell’s social workers largely have three years or less of experience in their current role, while Central have relatively equal representation across all segments. Eastern had the greatest representation in the greater than 10 years of experience segment.

Region of work – rural or urban office

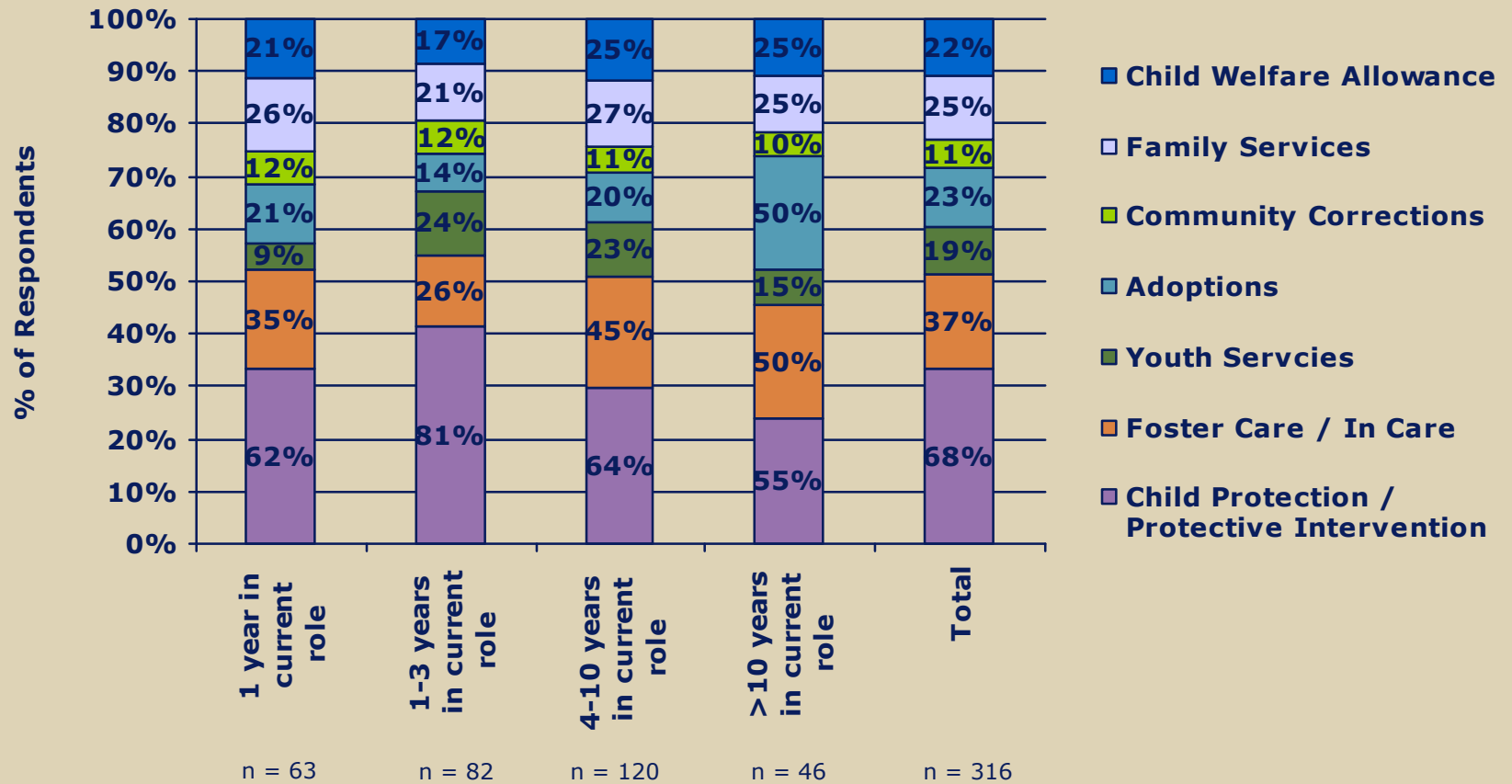
Do you work in a rural or urban office?



Social workers with greater than 10 years of experience tend to be stationed in a rural office.

Program area of work

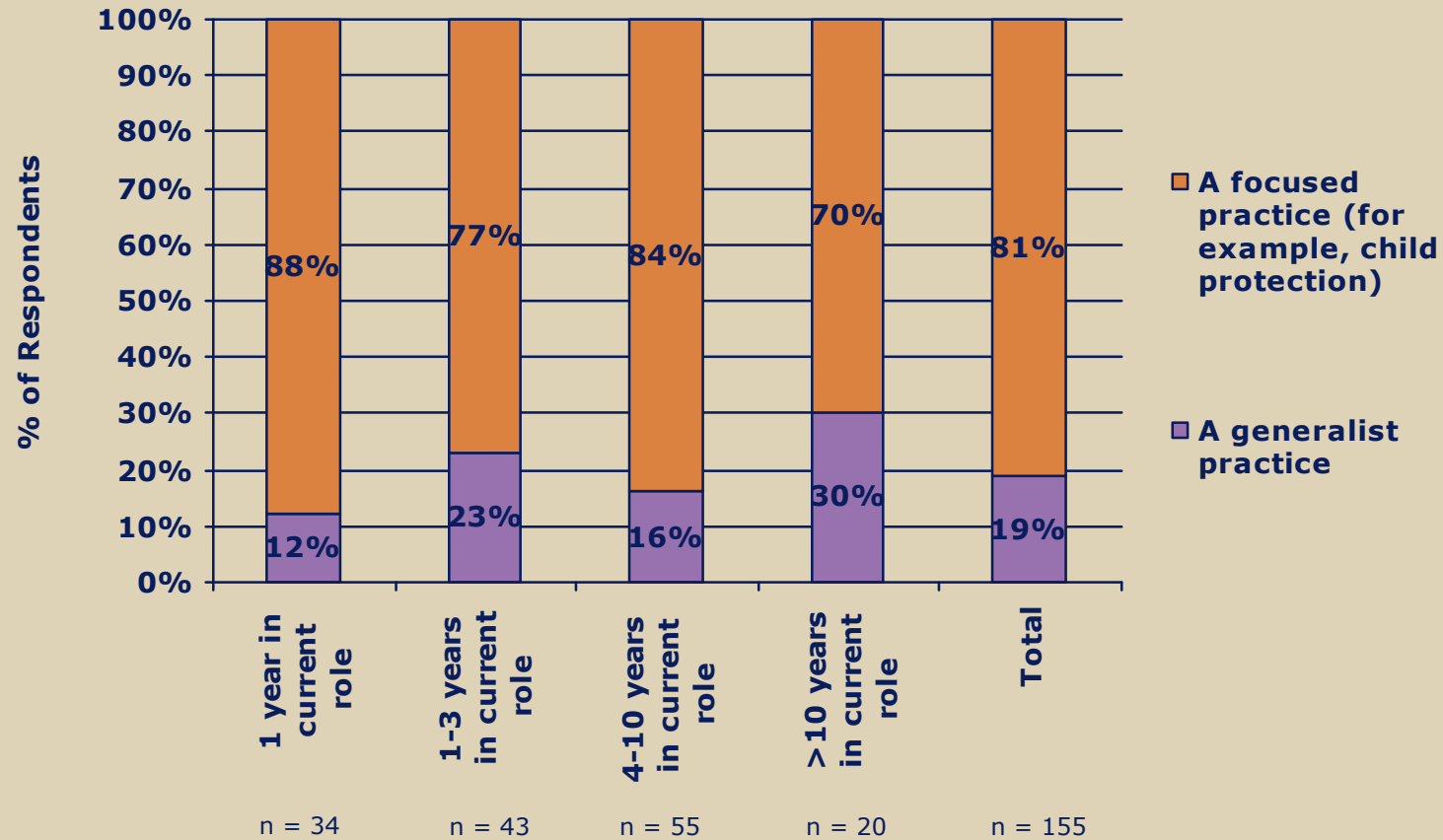
In which program(s) do you primarily work (select all that apply)?



In all segments, Child Protection / Protective Intervention is the primary area in which social worker respondents provide services, with Foster Care / In Care being the secondary area of focus.

Type of practice of work

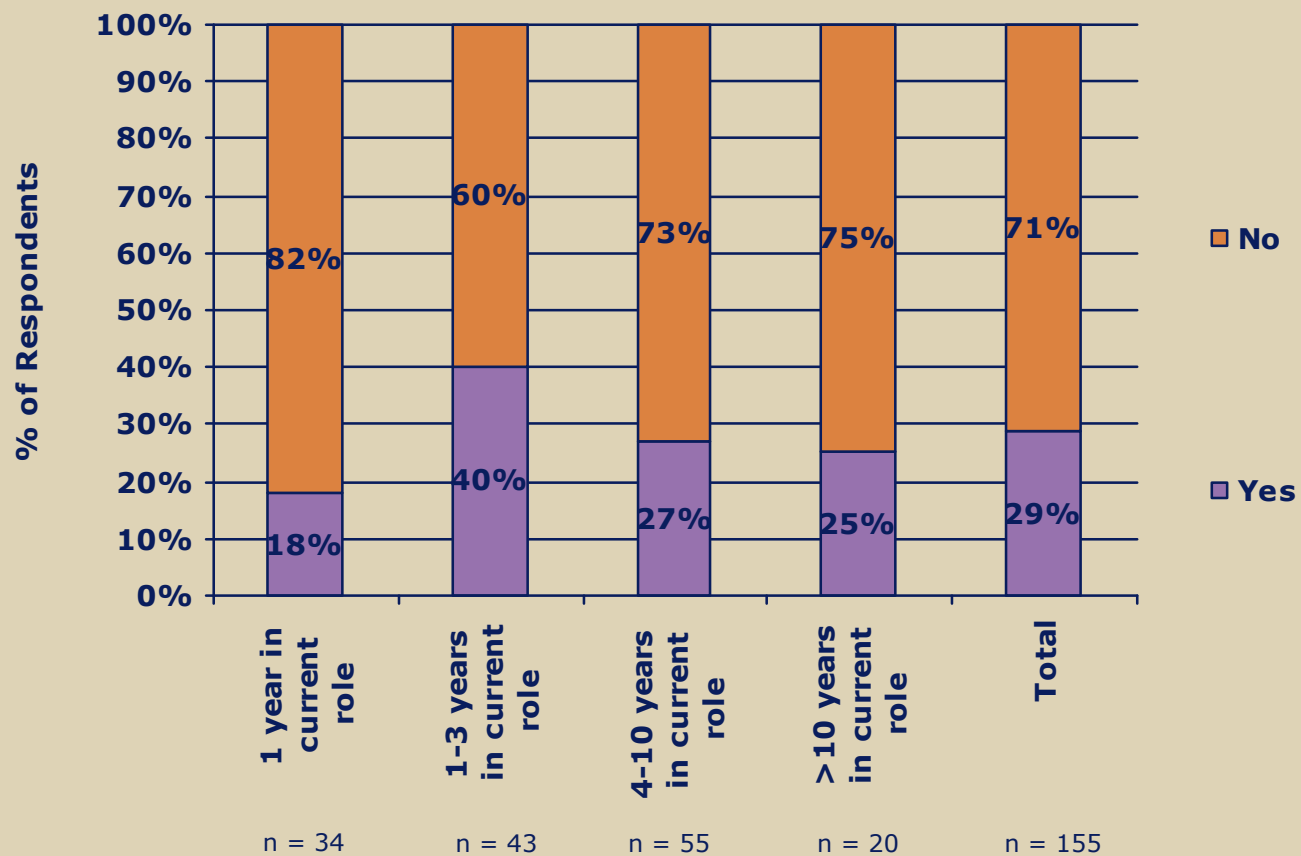
What type of practice do you currently work in?



Social worker respondents reported to largely be focused practitioners, particularly professionals with less than one year of experience, whereas long term professionals are more likely than the other segments to maintain a generalist practice.

Aboriginal clients

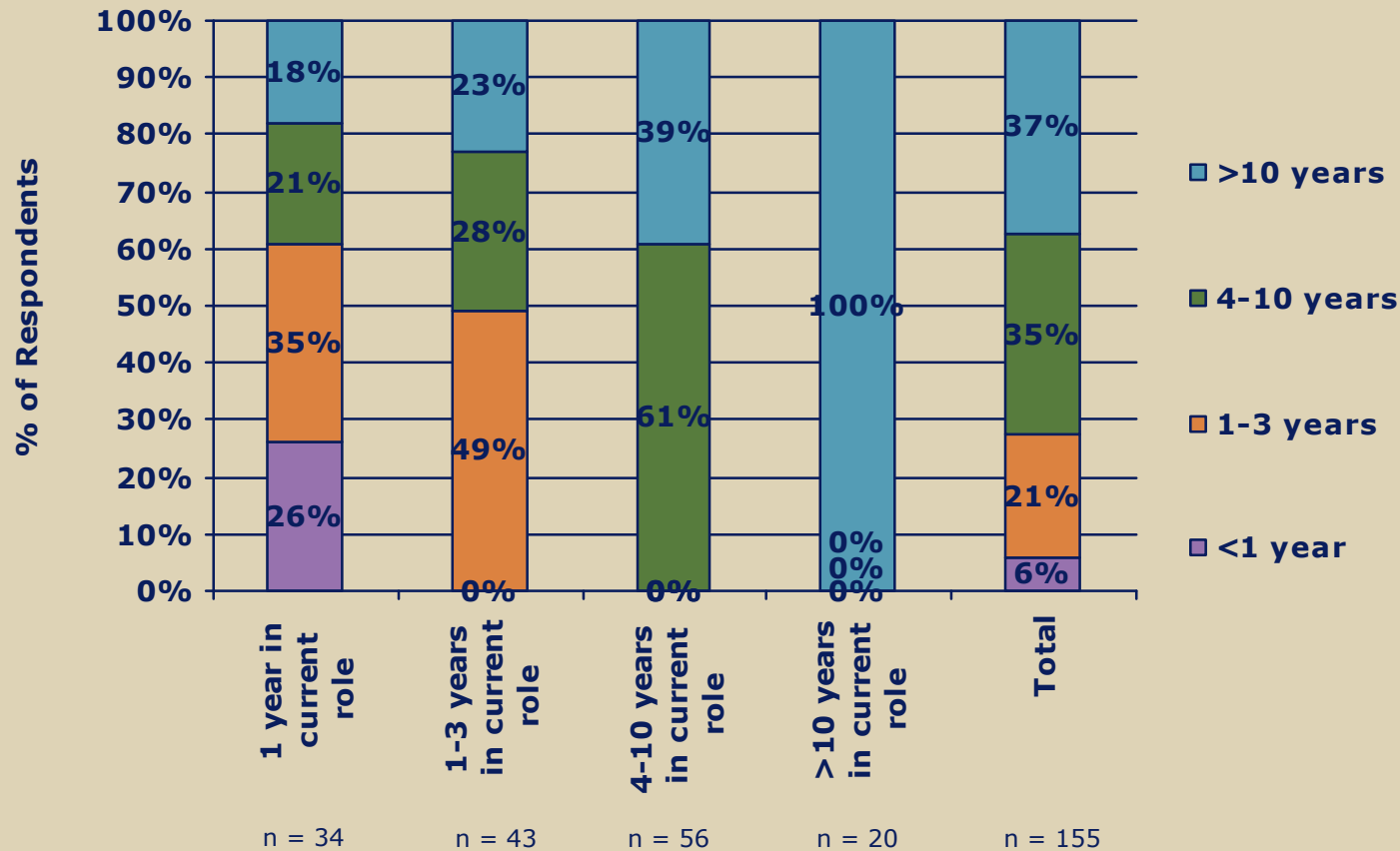
Do you work with Aboriginal clients?



Of all the segments, social workers with less than one year of experience were least likely to do work with Aboriginal clients, while professionals with 1 to 3 years experience were most likely.

Length of time being a social worker

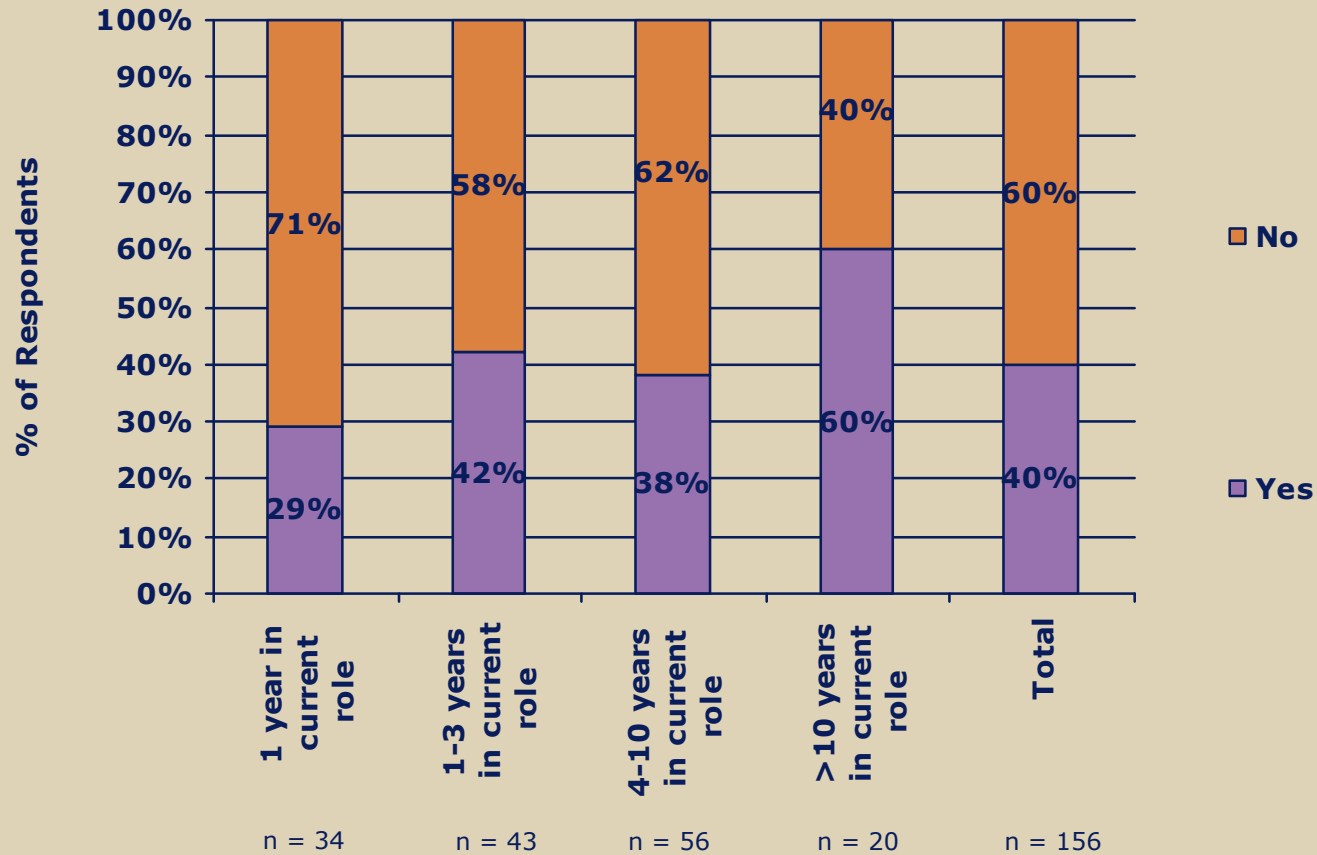
How long have you been a social worker?



With the breakdown of 26%, 35%, 21% and 18% for social workers with less than one year of experience, 1 to 3 years of experience, 4 to 10 years of experience, and greater than 10 years of experience working in a current role for less than one year, respectively, indicates there is movement of social workers within the program and that experienced professionals continue to assume new roles.

Working as a social worker outside region

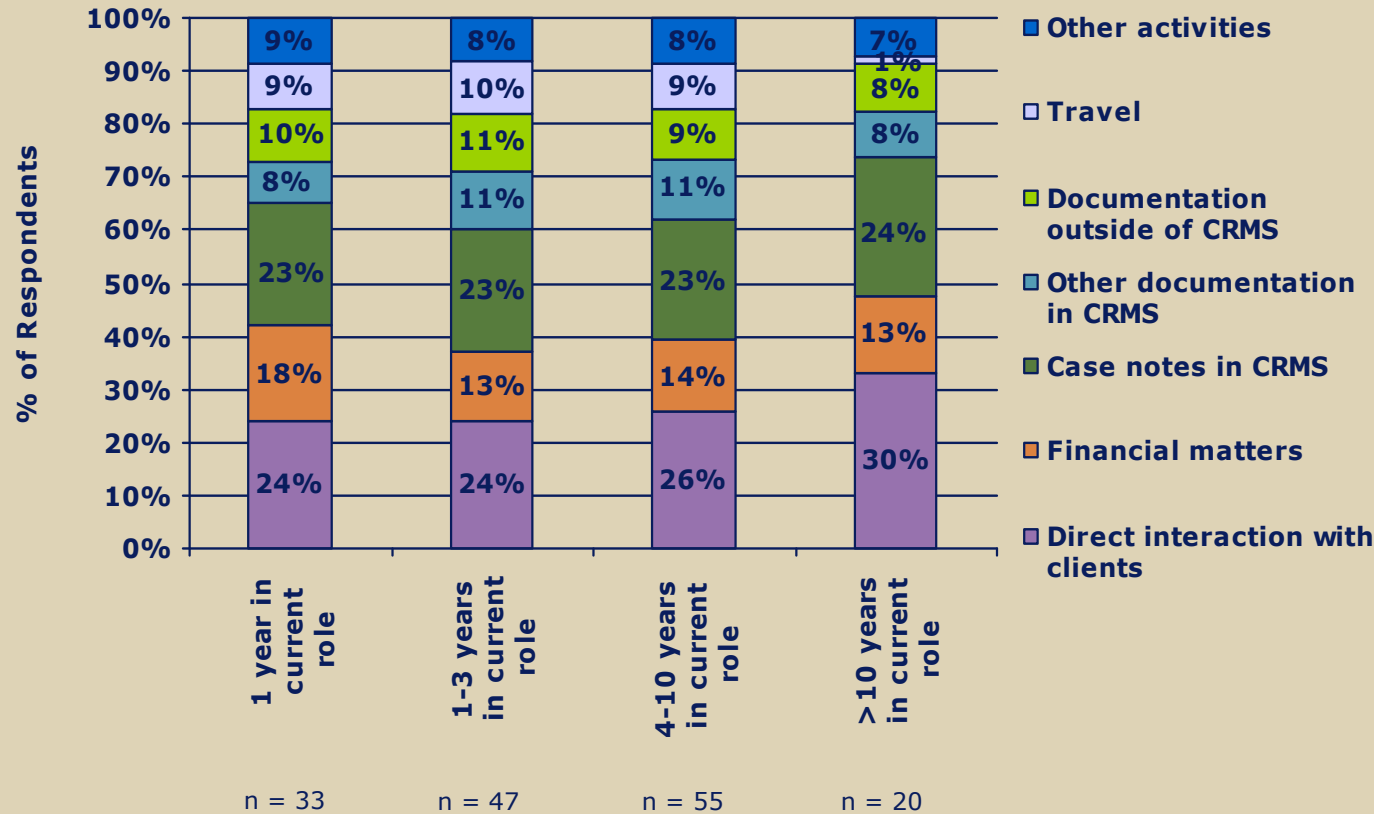
Have you ever worked as a social worker outside your region?



More experienced social workers were more apt to have worked outside of their current region.

Use of Time

In an average week, roughly what percentage of your time is spent on each of the activities?



“Other activities” frequently mentioned include:

- Covering for other social workers
- Consultation with manager, co-workers and other professionals
- Meetings
- Training
- Coordinating parental visits

Regardless of the number of years spent in their current role, social workers spend an estimated one-quarter of their time in direct interaction with clients. Documentation and financial matters make up the majority of the remaining time. One-third of respondents’ time is spent working with CRMS.



Appendix C – Learning from Selected Other Jurisdictions

Learning from Selected Other Jurisdictions

- This appendix contains descriptions of learnings from discussions with three other Canadian jurisdictions about their provision of child, youth and family services: New Brunswick, Ontario and British Columbia.
- The leading practices identified in the other jurisdictions are built into the recommendations contained in this report.

Learning from Selected Other Jurisdictions

New Brunswick

Governance

- The Minister of Family and Community Services, under the authority of the *Family Services Act*, is responsible for investigating all reports of suspected cases of child abuse and neglect in the province. This responsibility is delegated and carried out by authorized employees of the Minister, who are referred to as child protection workers. The Department manages and delivers all child and family services mandated under the *Family Services Act (FSA)*.

Organizational Structure and Operations

- The Department redesigned its organizational structure in 2001 to reflect a function based rather than program based structure. The new structure is comprised of three Divisions, namely Planning and Corporate Services, Program Development and Monitoring, and Program Delivery and two supporting branches – Human Resources and Communications. The Assistant Deputy Minister of each Division and the Directors of the two supporting Branches report to the Deputy Minister.
- The *Planning and Corporate Services Division* is responsible for the development of policy frameworks, federal/provincial relations, research, planning and evaluation and the provision of financial, audit, facilities management, administrative and information technology services to the Department.
- The *Program Development and Monitoring Division* is divided into six branches: Child Welfare and Youth Services; Housing and Income Support; Early Childhood and School-Based Services; Nursing Home Services; Services to Adults with Disabilities and Services to Seniors; and Community and Individual Development. The Program Development and Monitoring Division is responsible for the planning, design and monitoring, from a provincial perspective, of all Departmental programs.
- The *Program Delivery Division* is responsible for the direct delivery of all departmental programs through the regional and site offices of Family and Community Services and for those directly delivered by central office (i.e. Post Adoption Disclosure, After Hours Emergency Social Services and Health Services). There are eight regional site offices.
- The Department implemented a Decision Making Model whereby decision-making is placed at the lowest appropriate level in the organization. The approach standardized both the level at which and the method by which all decisions are made.

Learning from Selected Other Jurisdictions (cont'd)

New Brunswick (cont'd)

Child Welfare and Youth Services Responsibilities and Programs

- The Child Welfare and Youth Services Branch is responsible for the planning, design and monitoring from a provincial perspective of all departmental child welfare and youth related programs and services. This includes the development and interpretation of program standards, guidelines, program policies, legislation, regulations and procedures.
- Programs and services in Child Welfare and Youth Services Branch include Access and Assessment, Child Protection Services, Children-in-Care (temporary and permanent) / Post Guardianship Services, Adoption Services (Special Adoption Project for Older, Special Needs Children & Sibling Groups, Infant, Private (birth parent direct placements) and International), Community Based Services for Children with Special Needs, Children's Residential Services (foster homes and group homes), Open Custody, Unmarried Parent Services, and all programming for youth such as the Social Assistance Youth Policy, and Youth-at-Risk.
- The Branch is responsible for the ongoing development and monitoring of the Competency Based Child Welfare Training System as well as the delivery of training to approximately 514 Child Welfare social workers, social work supervisors, including First Nations staff, program delivery managers and provincial consultants throughout the province. It is a comprehensive training system based on competency job related requirements; built on best practice principals and a continuous learning approach of professional development of child welfare staff.
- Since September 2002, new regional structures have been established integrating the management of its field operations under one Regional Director for each of the eight regions. The Regional Directors report directly to the Assistant Deputy Minister of Program Delivery. Furthermore, each region has a Corporate Manager and a number of Program Delivery Managers who report to the Regional Director. On the program side, the supervisors of the units report directly to the Program Delivery Managers.

Learning from Selected Other Jurisdictions (cont'd)

New Brunswick (cont'd)

Information Sharing and Collaboration

- Each region has a Child at Risk Team (CART). This team serves to provide a forum for interagency collaboration and partnership in the provision of services to children at risk of abuse and neglect. The team also has an advocacy function and a public education role. CART membership includes representatives from Family and Community Services, police, probation, education, mental health, physicians, public health, and income assistance. Each CART serves to oversee regional co-ordination of service delivery to children at risk of abuse and neglect. CARTs are intended to complement existing inter-agency linkages and interaction and increase awareness and understanding of each partner's role in service provision.
- *Child Victims of Abuse and Neglect Protocols* – The protocols were established to help professionals be alert to signs of child abuse for mandatory reporting to child protection services and reporting to police. The provincial protocols were developed primarily for employees of the Departments of Education, Justice, Public Safety, Health, Post Secondary Education, Training and Labour, and Family and Community Services. Guided by the protocols, these entities are to work together collaboratively to prevent and intervene in cases of child abuse.

Duty to Report

- The duty to report suspected cases of child abuse and neglect (mandatory reporting) is contained in Section 30 of the *Family Services Act* and applies to everyone, including professionals, who encounter abuse and neglect in carrying out his or her duties.
- The protocols and *Act* emphasize that a child's right to protection outweighs the confidentiality aspects of the relationship with a professional.

Aboriginal Child and Family Services

- All of the province's 15 First Nations Communities have signed agreements that establish social service agencies within individual native communities to deliver their own delegated child and family services. There are 11 First Nations Child and Family Agencies in New Brunswick that deliver services on reserve. All Aboriginal people living off reserves in New Brunswick receive services from the regional office in their area.

Learning from Selected Other Jurisdictions (cont'd)

New Brunswick (cont'd)

Child Welfare Orientation and Training Program

- Prior to any new staff assuming a caseload at NB Child Welfare, individuals must complete a six month orientation period. The orientation is broken out into three phases (Phase 1 – Introduction to Child Welfare; Phase 2 – Moving into Practice; Phase 3 – Acquiring Skills and Knowledge). At the heart of Phase 3 is the requirement to complete the Core 100 Module Series within the first year of employment.
- The Orientation and Training Program also includes a mentorship program for the first year a social worker is in Child Welfare and influences the progressive introduction of cases.
- The Orientation and Training Program is supported by a comprehensive *Orientation and Transfer of Learning Manual (OTOLM)* that is available for new employees as well as for Supervisors.

Client and Referral Management Application

- NB Families System was first launched in 2004. The application was developed by the Department and CGI in Fredericton and the system is presently maintained by a central support team plus one support personnel in each of the regions.
- NB Families System does not allow the Department to access data from other departments, such as the Department of Health, but the interface will notify the Child Welfare and Youth Services social worker that a Program, such as Addictions, is involved.

Learning from Selected Other Jurisdictions (cont'd)

New Brunswick (cont'd)

Mediation / Multiple Response Model in Child Protection Services

- Department of Family and Community Services recently announced plans to design and implement a Mediation / Multiple Response Model in Child Protection Services in an effort to reduce the reliance on the Family Court system and to support the Department's preventative initiatives. The plan has the additional benefit of reducing the number of days that children are in temporary care of the Department.
- Issues driving the change include the assessment that the average court application requires 64 hours of social worker time, therefore they have less time to provide clinical therapeutic interventions. Additionally, the current NB Child Protection Model is frequently dependent on the judicial system, which is often perceived as being adversarial and too formal. More importantly, the waiting time for decisions regarding cases in Family Court has increased significantly.
- Implementation of the new system will begin immediately with the hiring of 20 legal assistants and the launch of the Project responsible for the design of the Mediation / Multiple Response Model. The Model will be implemented over the next four years, in two phases. Phase one will focus on the Mediation model (implemented by 2008) and phase two will center on the Multiple Response Model (implemented by 2009-2010).
- The legal assistants will assume responsibility for the administrative legal functions currently performed by child protection social workers.

Learning from Selected Other Jurisdictions (cont'd)

New Brunswick (cont'd)

Social Worker Support Roles

The Province has adopted support roles which are fulfilled by a service provider agency in order to help in the delivery of services to clients. These roles include:

- Family Support Transportation Workers – individual provides transportation as required for children and parents.
- Family Support Workers – individual provides:
 - Structured research based programs for children;
 - Individual services for children;
 - Instruction on Independent Living Skills for Adult Clients;
 - Case Managers with assistance in gathering the information for life books;
 - Families with assistance in implementing rehabilitation plans for children with special needs;
 - A summary of services for court purposes and testify at court hearings;
 - Written and/or verbal reports as required by the Case Manager and as indicated in the service requisition;
 - Supervision of activities between siblings, Court Ordered visits of children in care of the Minister;
 - Support by observing family interactions during delivery of services, including parental visits;
 - Support by identifying research based parenting programs and teach, encourage and monitor applications;
 - A service that ensures they adhere to any of the requirements as indicated in the service requisition by the Case Manager; and,
 - A service of documenting a situation if inappropriate behaviours occurring during visitations or interactions between children and report any concerns to the social worker Case Manager.

Learning from Selected Other Jurisdictions

British Columbia

Governance

- The Minister of Children and Family Development (MCFD), under the authority of the *Child, Family and Community Service Act*, is responsible for investigating all reports of suspected cases of child abuse and neglect, or any other reason protection may be required by a child, in the province. Under the Act, the Minister designates the Director of Child Protection, who in turn delegates the provision of child protection services across the province to protection social workers.

Legislative Mandate

- In 2005/06, the Ministry of Children and Family Development administered 10 provincial Acts, including:
 - *Adoption Act*;
 - *Child Care BC Act*;
 - *Child Care Subsidy Act*;
 - *Child, Family and Community Service Act*;
 - *Community Living Authority Act*;
 - *Community Services Interim Authorities Act*;
 - *Health and Social Services Delivery Improvement Act*;
 - *Human Resource Facility Act*;
 - *Social Workers Act*; and,
 - *Youth Justice Act*.
- Furthermore, the department's work was also guided by the *Community Care Facility Act*, *Family Relations Act*, *Mental Health Act* and *Youth Criminal Justice Act* (Canada).

Learning from Selected Other Jurisdictions (cont'd)

British Columbia (cont'd)

Organizational Structure and Operations

- The Ministry redesigned its organizational structure in 1997 to reflect a function based rather than program based structure. The new structure is comprised of four Divisions, namely Provincial Programs, Integrated Policy and Legislation, Corporate Services, and Regional Support Services. The Assistant Deputy Minister of each Division, and the Regional Executive Directors for each of the five regions report to the Deputy Minister.
- Within the regions, there is a Director of Child Welfare, a Director of Operations who is responsible for day to day initiatives that are managed by Communities Service Managers, and a Director of Corporate Services who is responsible for HR and Finance initiatives. Local Team Leaders assume supervision of clinical matters and social worker reports. The Communities Service Manager is charged with administering service provider contracts.

MCFD Responsibilities and Programs

- MCFD was created in 1997 so as to integrate all children and family services and programs under one ministry. Specifically, this included all services and programs designed to ensure that the province's children and families have the strongest start possible in life.
- MCFD is responsible for four core business areas:
 1. Child and Family Development (CFD);
 2. Early Childhood Development, Child Care and Supports to Children with Special Needs;
 3. Provincial Services; and,
 4. Executive and Support Services (ESS).
 - CFD and ESS relate most directly to Newfoundland and Labrador's CYFS
- The Ministry divides BC into five regions, whereby services are provided by direct staff and through contracted service providers.
- MCFD is responsible for regionally and provincially delivered services and programs.
- Approximately 60 percent of Ministry funding supports services delivered through contract with community-based service delivery agencies.

Learning from Selected Other Jurisdictions (cont'd)

British Columbia (cont'd)

MCFD Responsibilities and Programs (cont'd)

Child and Family Development (CFD)

- This business area consists of a range of services for children, youth and their families to maintain and improve the safety and well-being of vulnerable children in BC. Services include: child protection; residential, guardianship and foster care and foster care; permanency and adoption planning for children permanently in care; and services to strengthen and preserve families. Services also include: community child and youth mental health services; community youth justice supervision services; and services to assist youth who are at risk for or experiencing sexual exploitation.

Executive and Support Services (ESS)

- This business area consists of providing overall advice, direction, leadership and support to Ministry programs. Specifically, overarching policy and legislative support; intergovernmental relations, audit, staff development, performance management and related research functions, administrative contract and financial support.

Delivery of Programs

- Most child protection and family development services are delivered directly by trained Ministry child protection social workers.
- Most services are delivered through the Ministry's five regions whereas provincial services, such as youth justice services, are delivered through the Ministry's Provincial Services Division.

Managing Delivery of Services

- Accountability for the delivery of services is managed through performance based contracts with service providers, which drive the improvement of service quality and influences providers to make effective use of available resources. Specifically, MCFD conducts performance monitoring of, and requires processes reporting by, third party contracted service providers.

Learning from Selected Other Jurisdictions (cont'd)

British Columbia (cont'd)

Information Sharing and Collaboration

- The Ministry is working to improve on the integration of departments with regards to sharing of information. Current practice requires a social worker to call overlapping authorities or entities that could be providing services to a client in order to identify who has pertinent information.

Duty to Report

- The duty to report suspected cases of child abuse and neglect (mandatory reporting) is contained in the *Child, Family and Community Service Act* and applies to everyone, including professionals, who has reason to believe that a child may be abused, neglected or is for any other reason in need of protection.

Aboriginal Child, Youth and Family Services

- There are 23 delegation agreements with Aboriginal agencies in place, for which these agreements provide the legal framework for delegated Aboriginal agencies to deliver child protection and family support services to Aboriginal communities.
- In the months ahead, Aboriginal Authorities are to assume responsibility for Aboriginal service delivery.

Alternative Dispute Resolution

- The Ministry has assisted families to develop their own solutions to identify child safety issues through a \$2 million grant to the Law Foundation for Alternative Dispute Resolution.

Learning from Selected Other Jurisdictions (cont'd)

British Columbia (cont'd)

MCFD Training Program

- Prior to any new social worker assuming a caseload at the MCFD, including staff within the business area of Child and Family Development, social workers must complete a six month core training program. At the conclusion of the training program, staff must successfully complete a delegation exam to achieve delegation status.
- The orientation and training program also includes a gradual introduction to the provision of services and programs. This consists of a six month mentorship program that allows for a progressive introduction of cases. Following the job shadowing phase, social workers move to screening and eventually investigation. Overall, the progression of a new hire can take between 8 and 12 months before a social worker operates on his/her own.
- Through an educational alliance, MCFD works closely with the province's universities in order to tailor the Child Welfare specialization within Social Work programs. This includes incorporating courses with related focuses such as legal matters in addition to encouraging students to participate in a practicum within MCFD programs.

Client and Referral Management Application

- The Ministry adopted the Social Worker Management Information System (SWMIS) application for their management of referrals and client information. The system is presently maintained by a central support team.
- SWMIS does not allow the MCFD to access data from other departments, such as the Ministry of Health, nor will the interface notify the MCFD social worker that a Program, such as Mental Health and Addictions, is involved.

Learning from Selected Other Jurisdictions (cont'd)

Ontario

Child Welfare Secretariat

- The Child Welfare Secretariat provides policy and program design for:
 - Child welfare / children's aid societies
 - Adoption
 - Domestic (children's aid society and private adoption)
 - International
 - Legislation
 - *Child and Family Services Act*
 - *International Adoption Act*
 - Aboriginal child welfare
 - Licensing
 - Children's residence (group homes)
 - Foster care residences

Roles and Responsibilities of Children's Aid Societies

- The Ministry of Children and Youth Services' role is to legislate, regulate, monitor and fund children's aid societies, which have the exclusive responsibility for investigating allegations of child maltreatment.
- Child welfare is the system of services provided by children's aid societies that protect children at risk of abuse and neglect.
- There are 53 children's aid societies (CASs) across the province.
- The societies are mandated under the *Child and Family Services Act* as the only agencies with the legal authority to provide child protection services.
- Children's aid societies are non-profit, independent corporations operated by community based boards of directors.

Learning from Selected Other Jurisdictions (cont'd)

Ontario (cont'd)

Role and Responsibilities of the Ministry

- Policy development is the responsibility of the Child Welfare Secretariat and ADM, Program Development and Program Design Division.
- Operational management of the child welfare portfolio falls to the Program Management Division, through the nine (9) Regional Offices, while the forecasting and planning services are the responsibilities of the Performance Management and Management Support branches.
- Financial management of the child welfare program is assumed by the Business Planning and Corporate Services Division.

Child Welfare Training Program

- Responsibility for the development and provision of Child Protection Training Program for child protection workers and supervisors resides with the Child Welfare Secretariat. The Ontario Association of Children's Aid Societies delivers the Child Protection Training Program on behalf of the Secretariat.

Client and Referral Management Application

- There is a computerized database for all societies that allows for the tracking of families that have received services of the children's aid societies from all across the province.



Appendix D – Description of Culture Print: Deloitte’s Cultural Assessment Tool

Cultural Assessment

Understanding Culture

- The culture of an organization has a profound effect on virtually every aspect of the organization – its performance, the satisfaction of its employees, the satisfaction of the clients it serves. Every organization has a culture – some are desired, others are not.
- Organizational culture is defined as “the basic pattern of shared assumptions, values, and beliefs governing the way employees within an organization think about and act on problems and opportunities”. These assumptions, values and beliefs form the organizational behaviour and are not readily observable – they operate beneath the surface.
- As an organization’s culture can support or detract from the achievement of a desired vision or goal, it is important that the entity’s culture be well understood and, if required, addressed in order to change it in a positive way.
- Deloitte has a tool (Culture Print) and supporting processes that can:
 - Analyze the current culture of an organization;
 - Identify the desired culture; and,
 - Develop a plan to close the gap between the current and desired cultures.

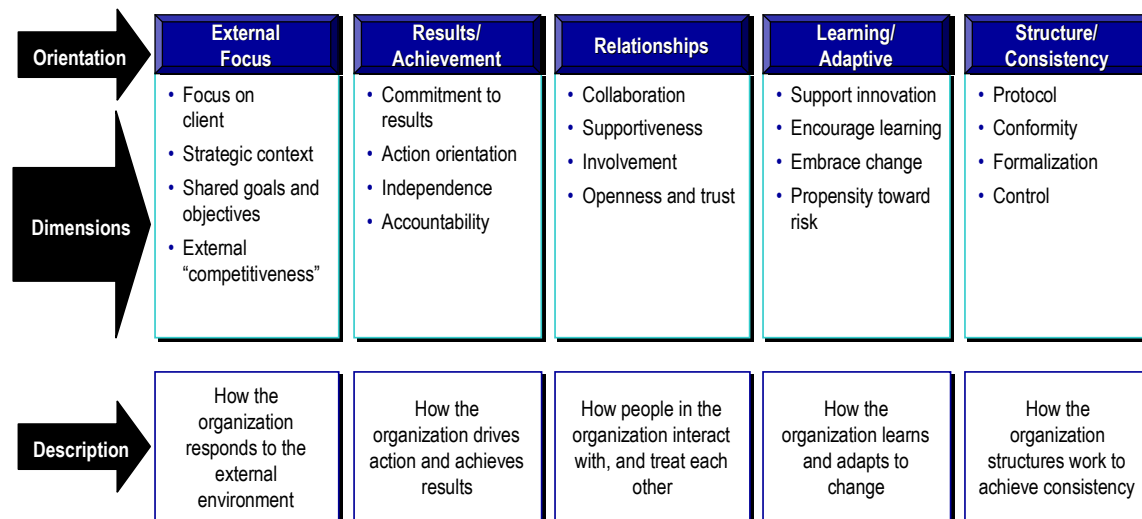
Culture Print

- Culture Print is a proven methodology for diagnosing and assessing organizational culture. The methodology takes a unique “print” of the organization’s existing and desired cultures, and measures the gaps between the present situation and future vision, thus identifying the issues central to any cultural change.
- Culture Print is based on the premise that an organization’s basic values, assumptions and behaviours can make or break organizational performance and influence the success or failure of an organization to achieve its vision or strategy. The results of Culture Print provide hard, quantitative, and statistically valid information on a traditionally intangible topic.
- Culture Print examines staff perceptions about existing and desired cultures. Culture Print then points to those actions that need to be taken to move the organization from the existing or present state into the future or desired state.

Culture Print

Culture Print Principles

- The Culture Print methodology can be re-applied after a certain period in order to benchmark progress and hence monitor the culture change.
- The methodology measures culture along 20 dimensions, which organize into five orientations, as shown below.

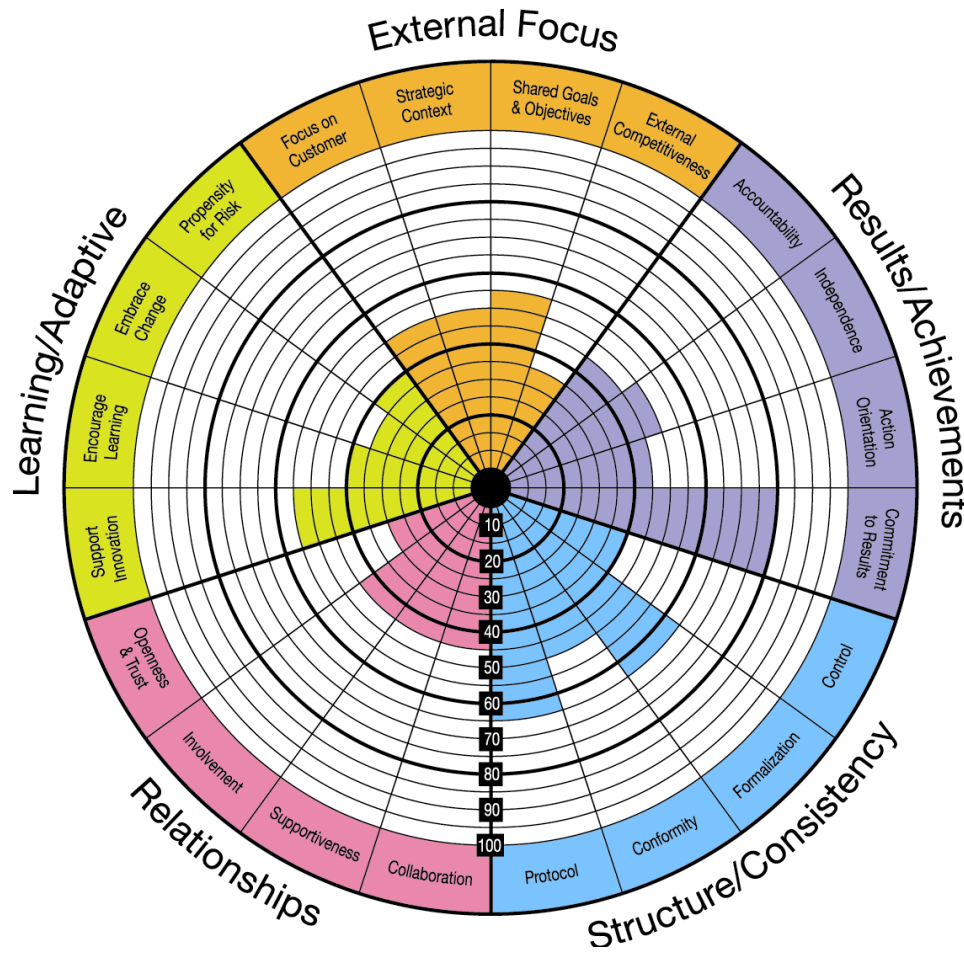


- The survey technique used to prepare a Culture Print includes a questionnaire comprised of standard close-ended questions along with customized open-ended questions and demographics.
- In answering the questions, respondents are asked to describe behaviours that reflect norms in the organization today. Then respondents are asked about the way they think things should be, i.e., the desired culture. Thus, the results measure culture gaps as well as differences across key groups.
- Sample output from a Culture Print assessment is included on the page that follows.
- The results of Culture Print are then incorporated into an action plan to transform the culture, closing the gaps between future and today's reality.

Sample Output from Culture Print



Culture Profile – Observed Ratings



(% responding 4 or 5)

Key: How to Read the Wheel

- The dark shaded area represents the culture profile.
- The higher the bar or further away from the center, the more predominant the behavior, and vice versa.
- The five orientations can be found outside the wheel. Each orientation consists of four dimensions found inside the wheel.



Appendix E – Links between Deloitte Review and Turner Review and Investigation

Links Between Deloitte Review and Turner Review

Deloitte’s organizational and operational review reinforced and/or addressed a number of the non-clinical recommendations in the Turner Review and Investigation. Specifically, Deloitte’s review addressed several recommendations from Chapter 7 of the Turner Review and Investigation which focused on the Delivery of Community Services

Turner Review and Investigation

Deloitte Organizational and Operational Review

<p>711. THAT the Director in Region of Child, Youth and Family Services be responsible for both line and legislated authorities, to ensure effective and efficient formal lines of authority and communication.</p>	<p>Addressed in Chapter 5 under the topic of Structure. See recommendations 2.1 and 2.7.</p>
<p>715. THAT when a worker responsible for a child entitled to any service under the <i>Child, Youth And Family Services Act</i> is on leave, or absent for whatever reason, another worker must be assigned and the persons responsible for the child’s care be informed of the name of that person to ensure constant monitoring of the child’s safety and security.</p>	<p>Addressed in Chapter 5 under the topic of People. See recommendation 4.8.</p>
<p>716. THAT mandatory in-service training which incorporates skills in caseload management and time management be developed and delivered to supervisory and direct service personnel.</p>	<p>Addressed in Chapter 5 under the topic of People. See recommendations 4.2 and 4.3.</p>
<p>724. THAT training on legislation, policy and procedures, and other appropriate in-servicing be updated semi-annually, and be the responsibility of the Provincial Director to ensure province-wide equity of opportunity.</p>	<p>Addressed in Chapter 5 under the topic of People. See recommendations 4.2 and 4.3.</p>
<p>725. THAT regular performance evaluations be provided to all personnel using child-centred criteria to fit with the monitoring duties of the Provincial Director under section 5 of the <i>Child, Youth and Family Services Act</i>.</p>	<p>Addressed in Chapter 5 under the topic of Processes and Tools – Human Resources. See recommendation 8.3. Note that Deloitte did not recommend using child-centred criteria.</p>
<p>727. THAT mandatory in-service training be developed in the theory and practice of documentation and record keeping.</p>	<p>Addressed in Chapter 5 under the topics of People and Processes and Tools – Information Technology. See recommendations 4.2, 4.3 and 6.4.</p>

Deloitte.

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