



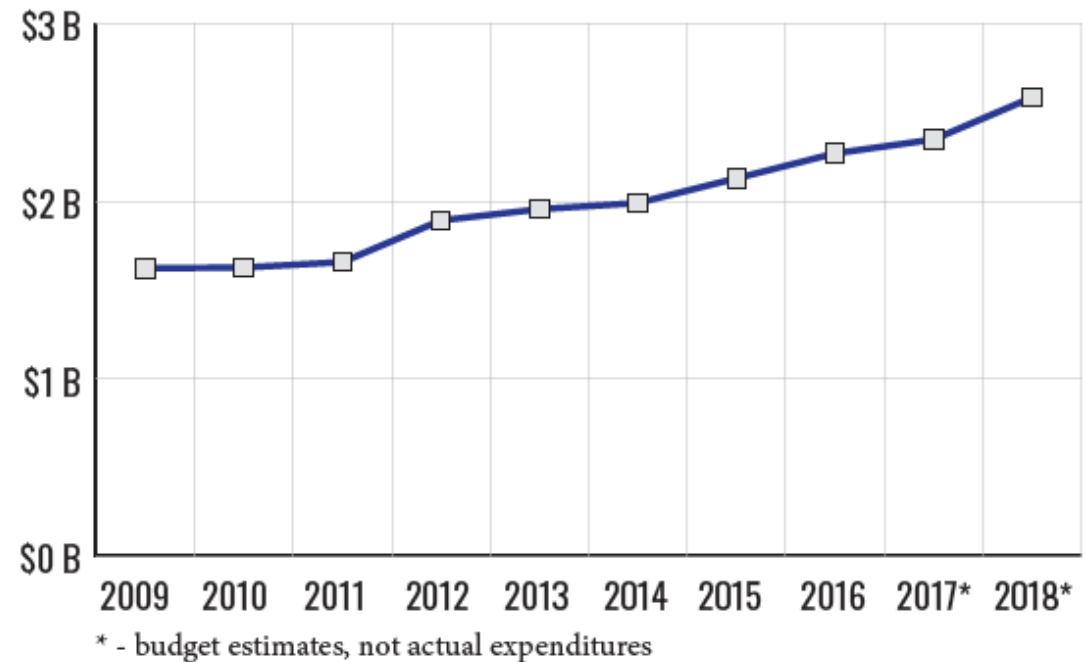
Addressing Workforce Challenges in Ontario's Developmental Services Sector:

Lessons and insights from the 10-year Developmental Services
Human Resource Strategy

The DS Workforce: A Policy Imperative

- Significant social investment
- Ambitious policy objectives
 - Choice and equity
 - Inclusion and involvement
- Value and success focused at the point of service delivery
- Research evidence that workforce instability results in:
 - Fewer relationships
 - Reduced community presence
 - Unrealized goals and contributions

FIGURE 1: Growth in provincial spending on developmental services



(Source: Compiled from Ministry of Finance Annual Reports. 2009 to 2016 figures represent the actual expenditures on line item 702-6, Developmental Services - Adults and Children.)



Agenda

1. Background and context
2. Workforce development & the DSP labour market
3. Recruitment, retention, & turnover
4. Training and leadership development
5. HR practices and organizational culture
6. Work and career experiences
7. Key lessons going forward
8. Questions and discussion



Background and context

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Key Stages: 10 – year DSHR Strategy



Evaluation project: Data collection & evidence

Agency Workforce Survey

N = 2,997

10% of estimated workforce

HR Leader Survey & Interviews

N = 84

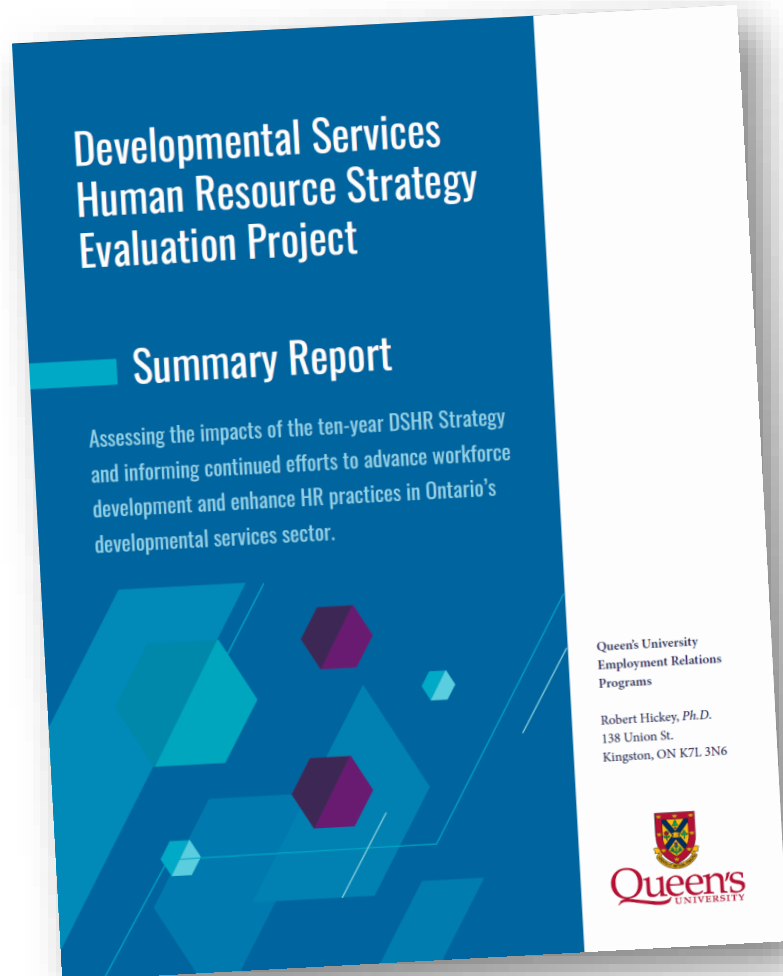
40% response of targeted agency pool

HR Leaders' agencies represent 22,200 employees (74% sector workforce)

Interviews and focus group meetings
(n=100 participants)



Available Reports



Agency-based Workforce Survey Results
Work and career experiences in Ontario's developmental services sector

Survey Results of HR Leaders and Sector Executives
Stakeholder feedback on HR practices and the DSHR Strategy

Literature review and jurisdictional scan
Workforce development strategies and human resource practices in the developmental services sector

Labour Market Context and Future Prospects in Ontario's Developmental Services Sector

Workforce development & the DSP labour market

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A tight labour market

Labour supply pressures

- Low unemployment (human service occupations)
- Stable but stagnant enrollment in college programs
- Broader demographic trends (Aging workforce, labour force participation rates)

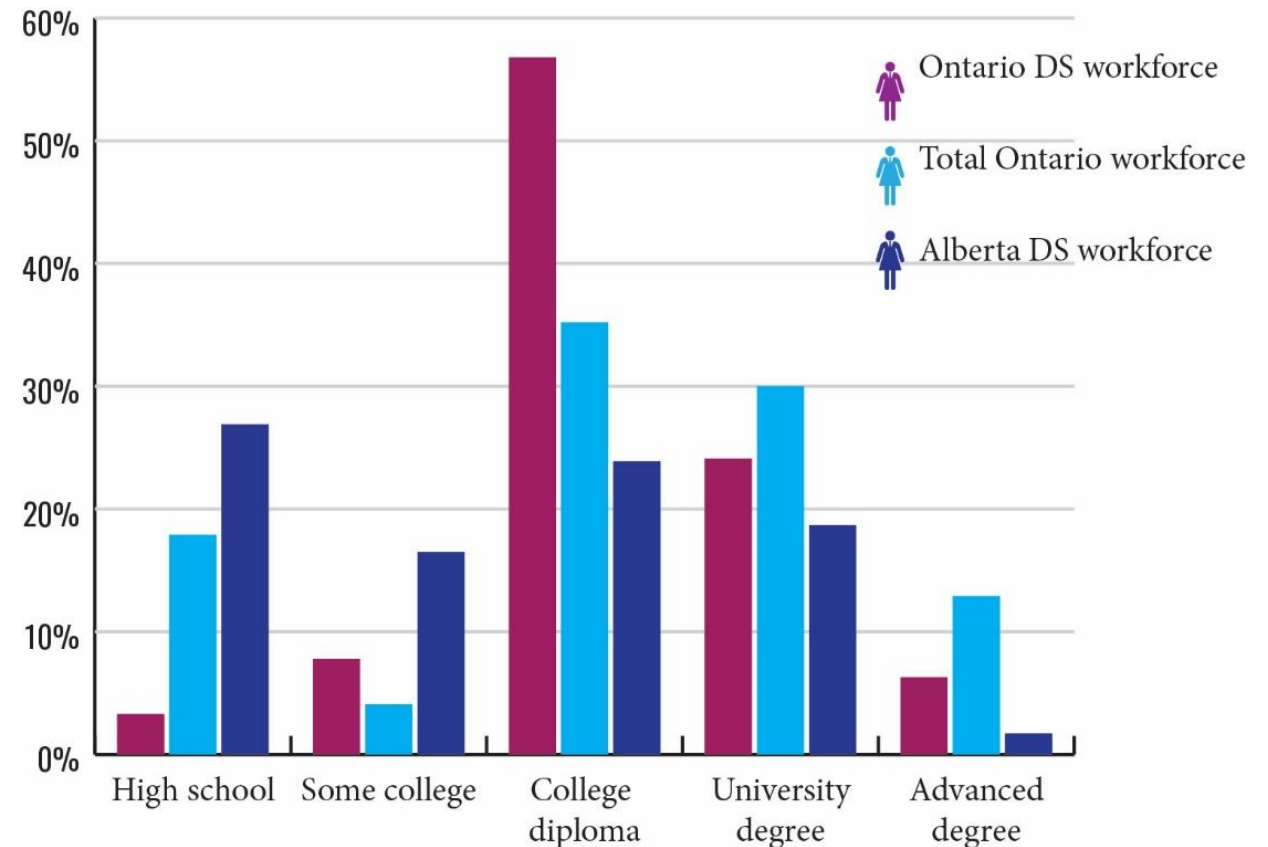
Service demand pressures

- Policy shifts → community-based services and supports
- Person-directed plans and supports
- Passport and individualized funding programs



An educated workforce

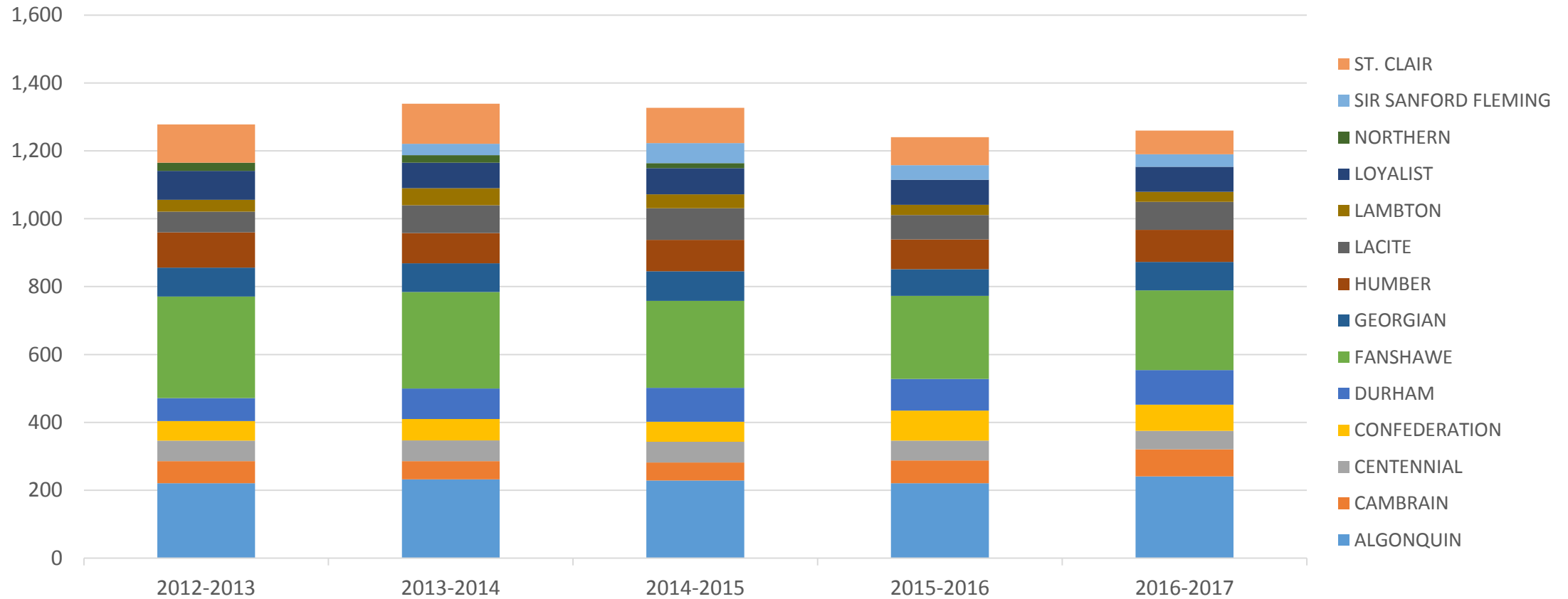
- Ontario DS workforce has strong educational profile
- Evidence that college diplomas (especially DSW) best fit
- Advanced degrees superior for some roles but not for DSPs
- Concerns that labour market pressures will drive down workforce profile (Alberta)



Sources: DS agency-based workforce survey, Statistics Canada, and Hogarth, D. (2014).
Current Post-Secondary Programs and Recent Closures, Alberta Council of Disability Services



DSW Program Enrollment



Key barriers in the development pipeline

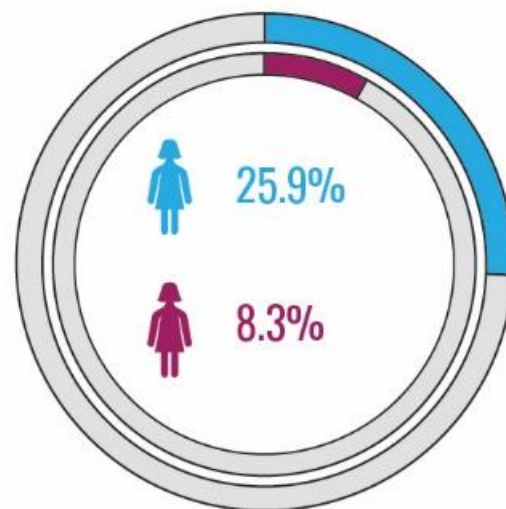
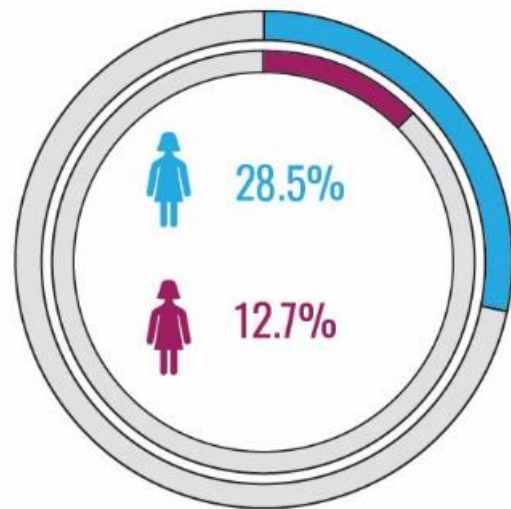
Workforce diversity profile at Ontario's DS agencies

Ontario workforce

DS agency workforce

% of workforce foreign born

% of workforce visible minority



- New Canadian workforce
- Significantly under-represented in DS workforce
- Strong potential for international students

"A lot of [international students] are coming here, and we employ quite a few. They want to stay in the role, except in order to get their permanent residency, they need something that says they work full-time. It usually takes a lot longer than three years to get full-time. They can only work for two years after they've done school, so they couldn't even qualify to get full-time. So once they realize that, unfortunately, they leave us." - HR Director at a developmental services agency.



Recruitment, retention, and turnover

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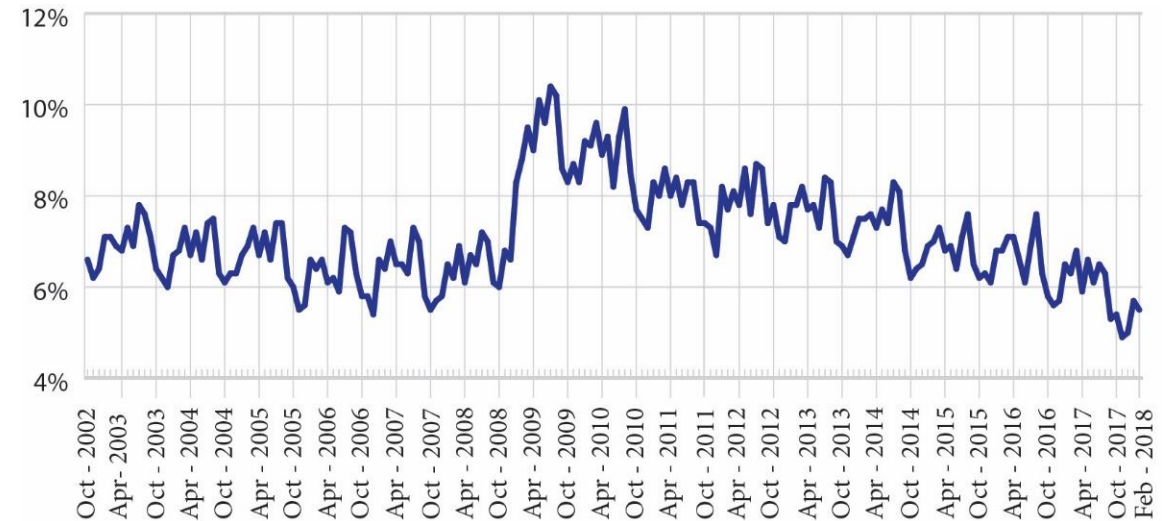


Recruitment remains primary challenge for HR

Communications and marketing campaign ad



Ontario unemployment rate

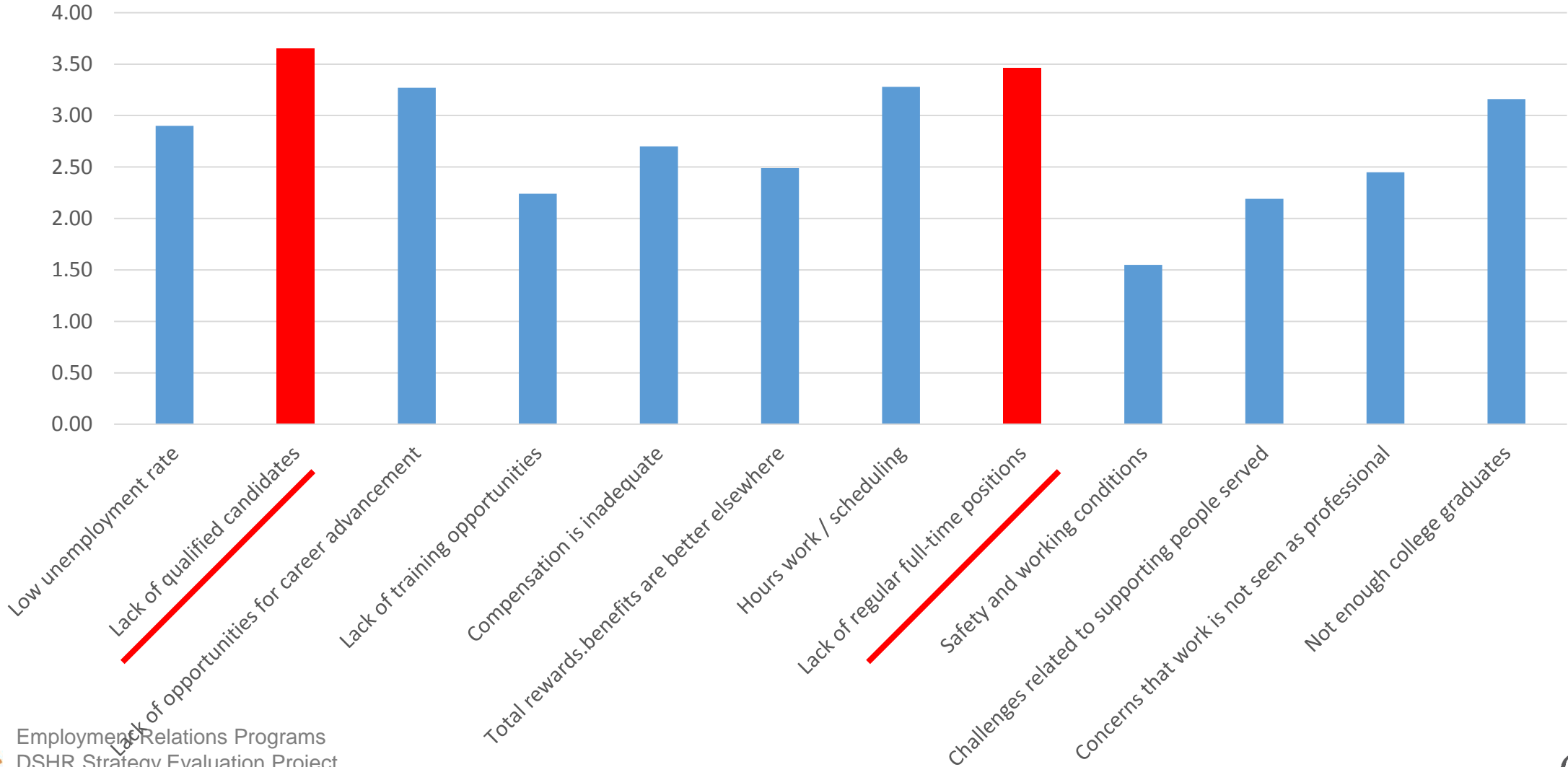


(Source: Statistics Canada, Labour Force Survey CANSIM Table 282-0085)



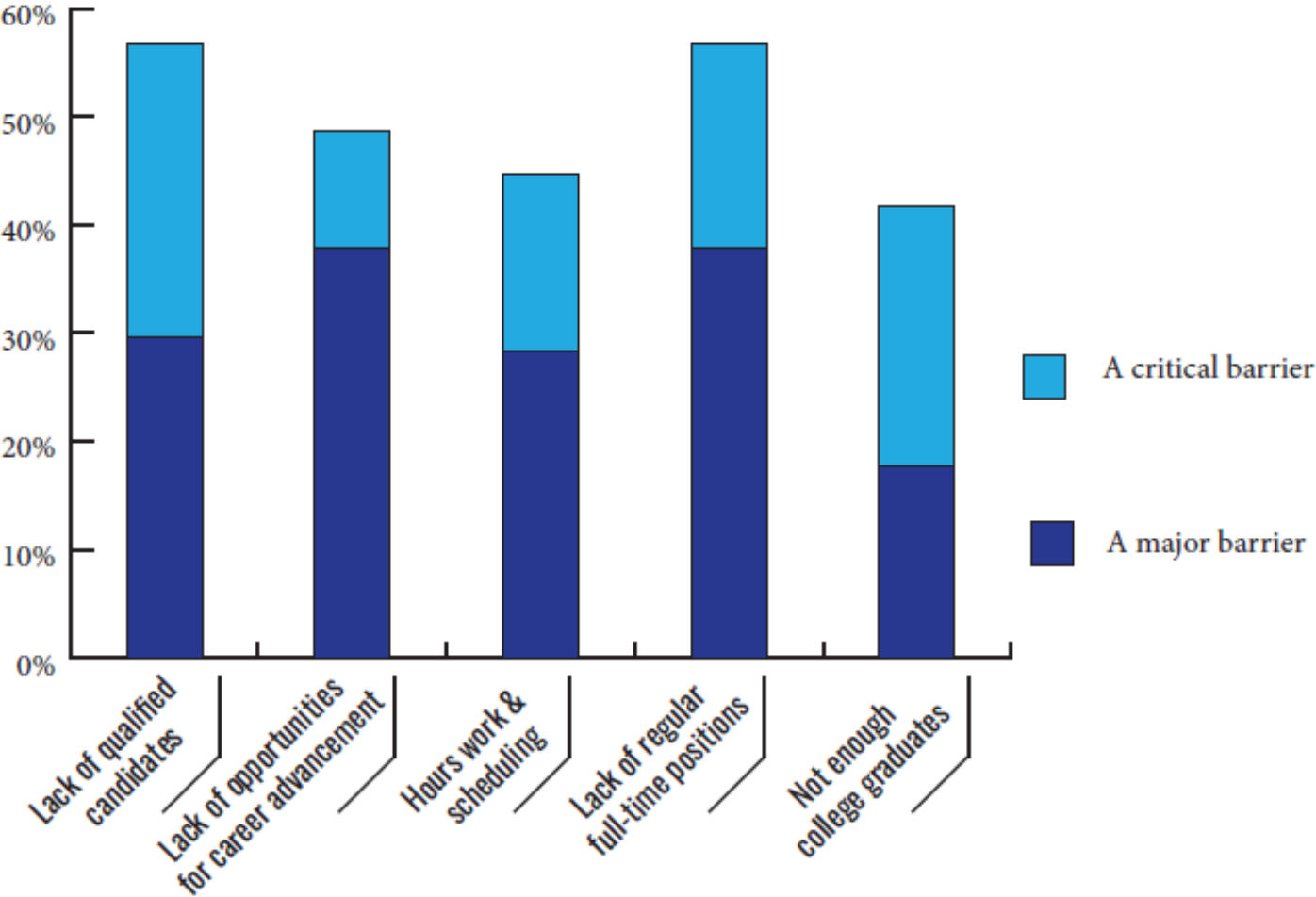
0 = Not a barrier – 2 = Moderate – 4 = Critical barrier

Recruitment Barriers (Average rating by respondents)



Recruitment Barriers (Average rating by respondents)

FIGURE 14: Major and critical barriers to recruitment



Critical Barriers

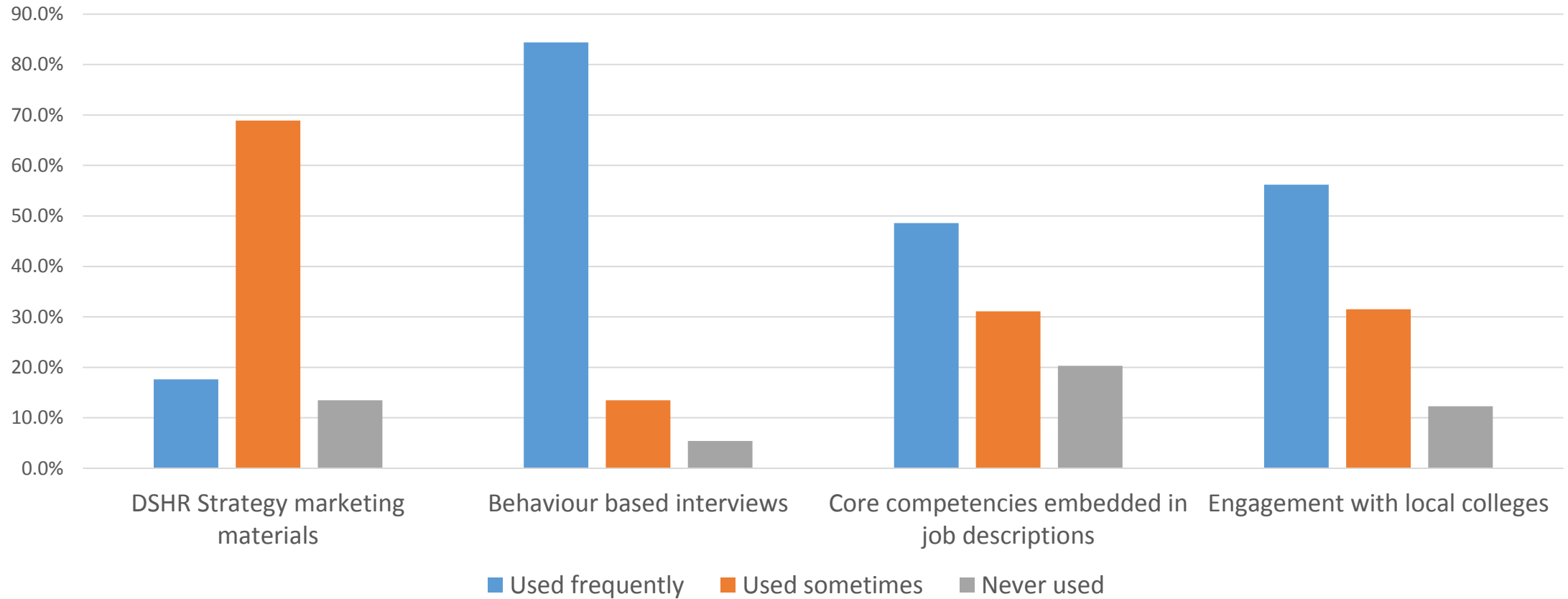
- Lack of qualified candidates
- Not enough college graduates

Major Barriers

- Lack of regular full-time positions
- Lack of opportunities for career advancement

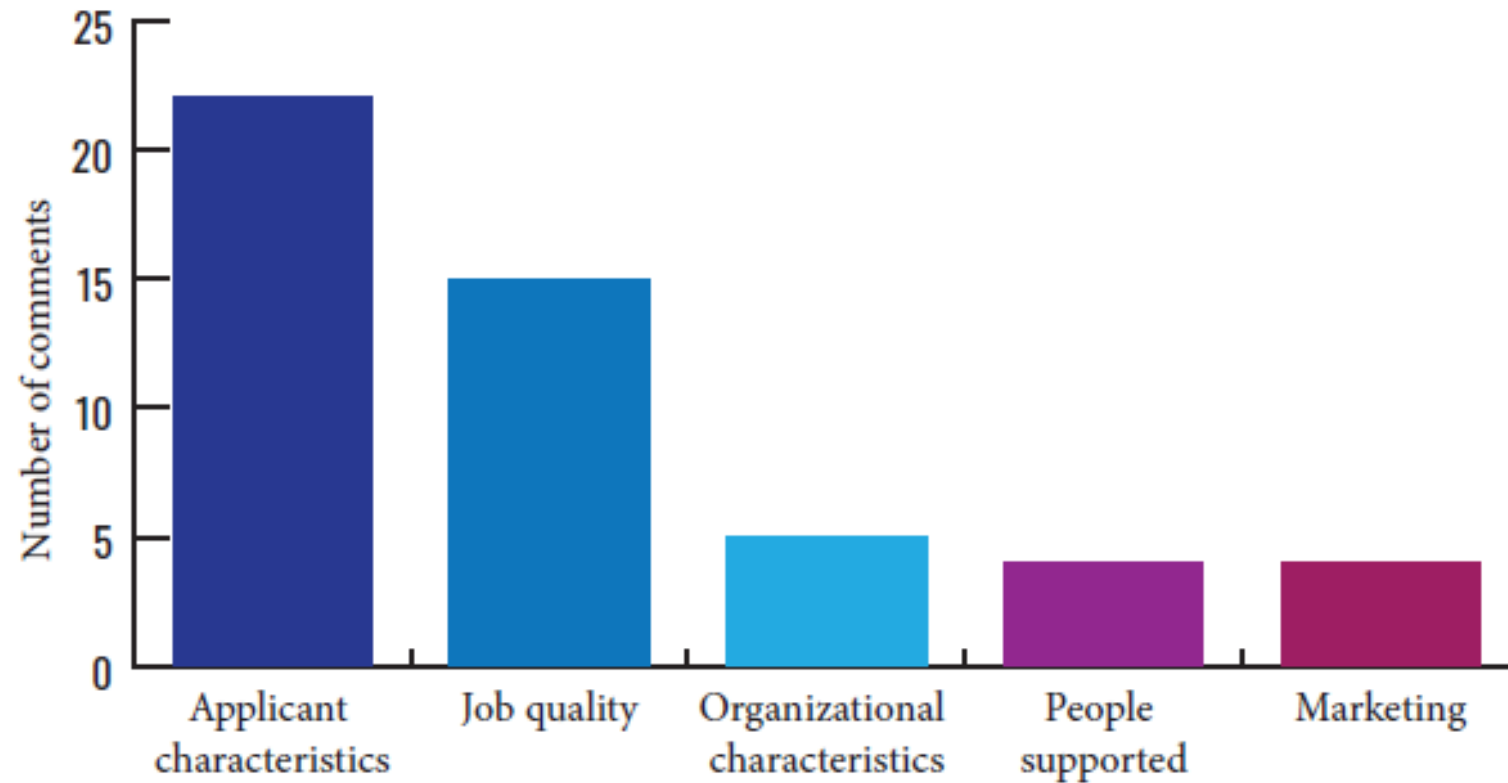


Recruitment practices



Recruitment practices – success factors

FIGURE 17: Key factors in successful recruitment

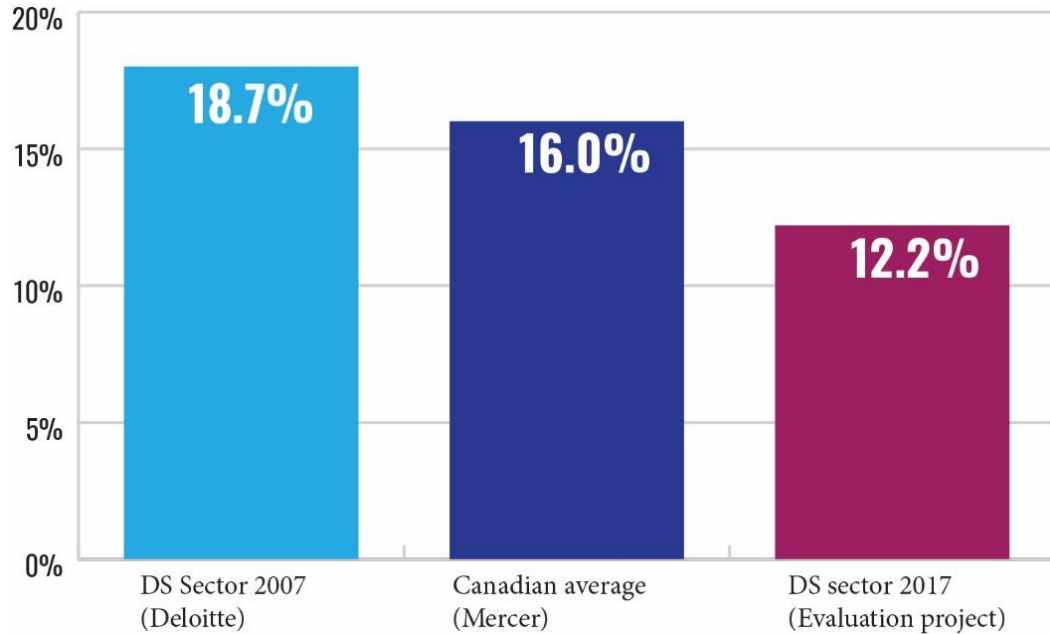


“A willingness to learn about and be accepting of differences in others. Through our pre-screen and interviews, to hear a philosophy of support that meets our agency’s mission, vision, and values. We find if there is a match, they will be more successful.” –HR Manager

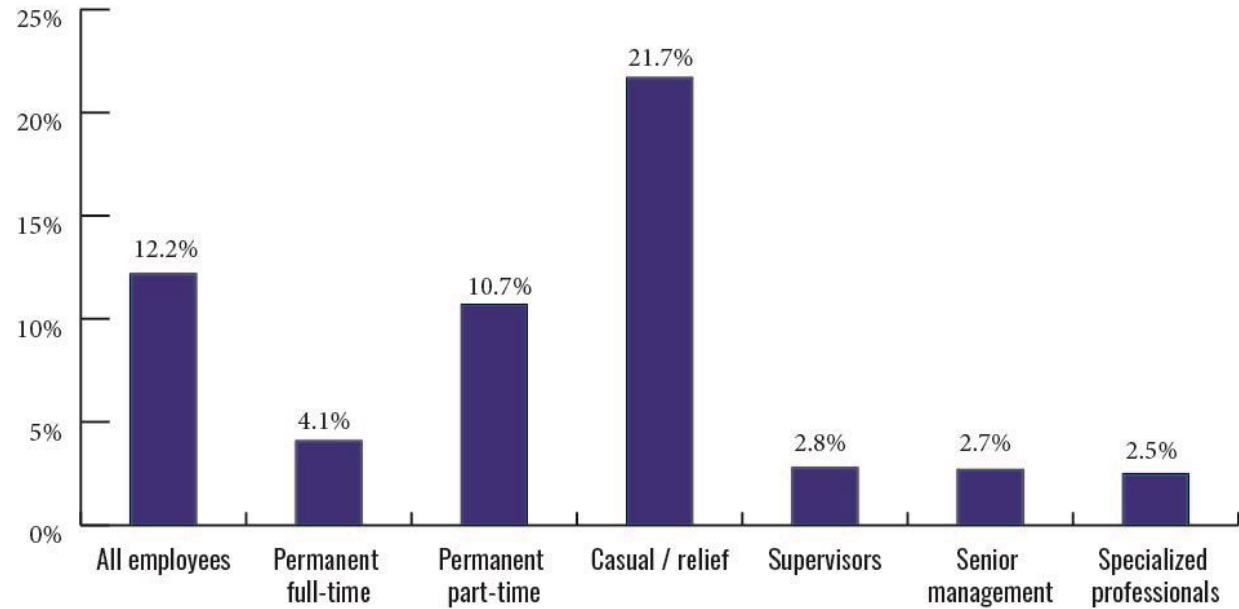
“[We] attempt to provide as much work as possible so that they do not seek out a second job. We cross train at more than one home to ensure they are offered enough hours (doesn’t always work).” –HR Manager

Turnover

Turnover comparison: 2007 to 2017 and Canada



Turnover by employment status



Training and leadership development

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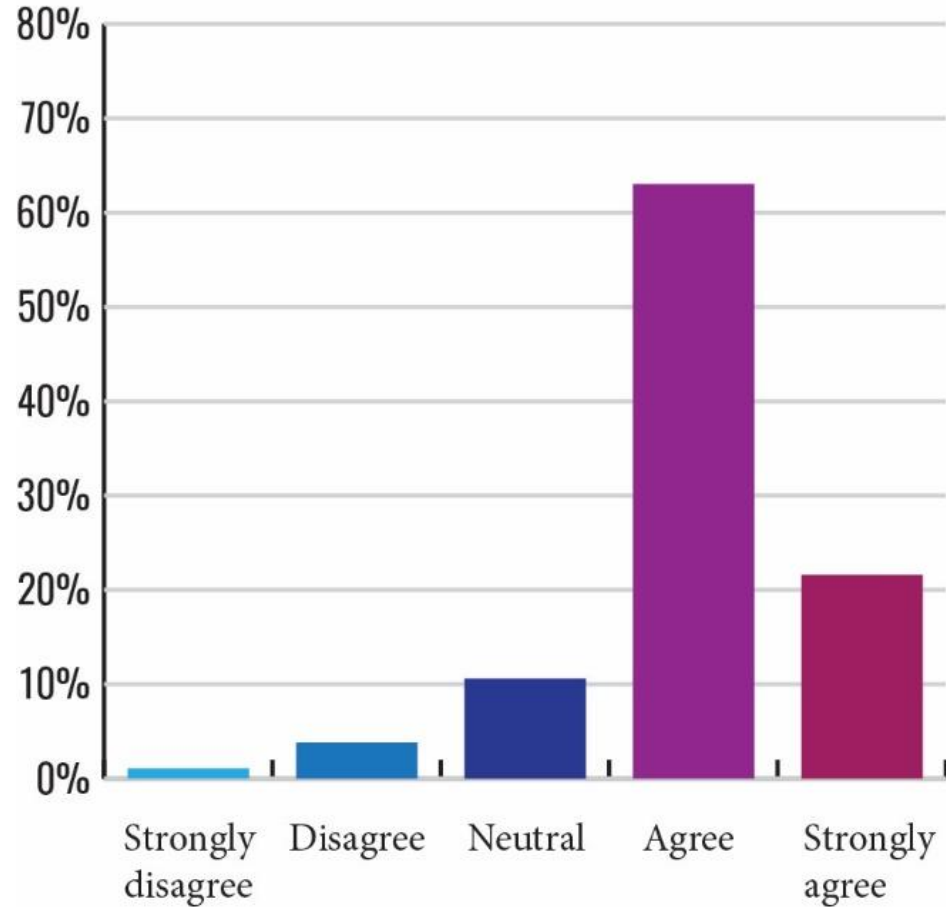


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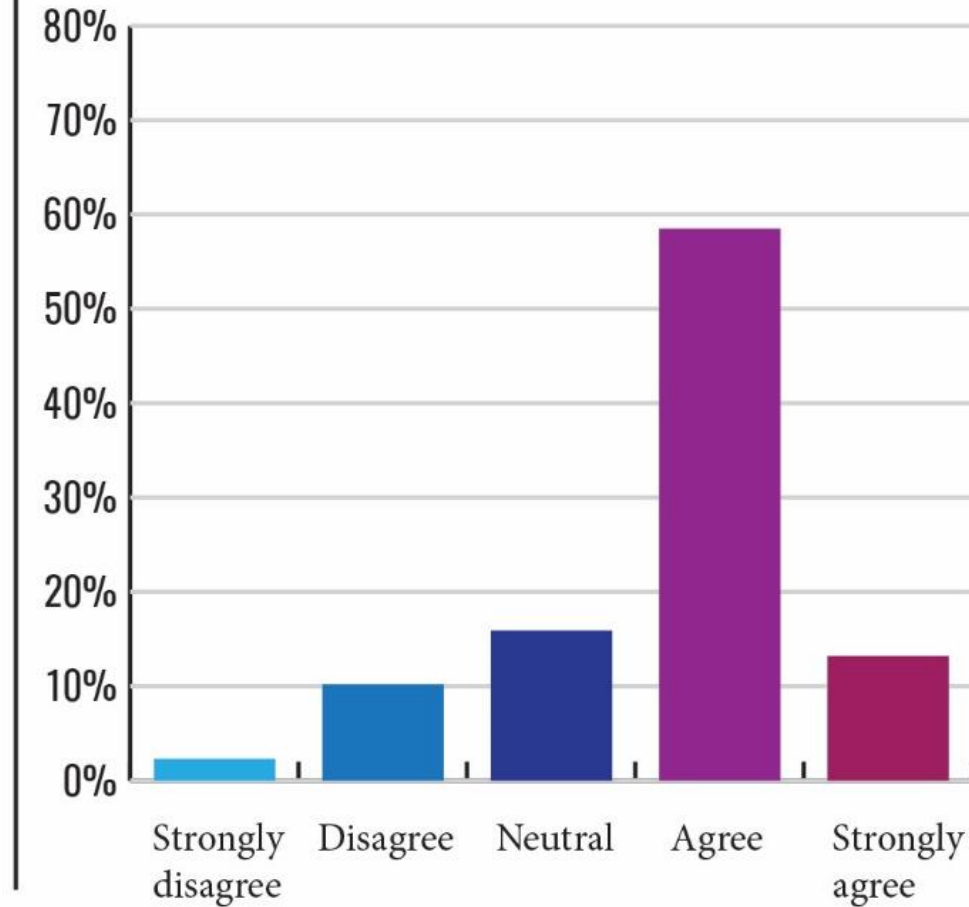


Workforce feelings of skills and competencies

“I have the skills and competencies to adapt to changing expectations for more individualized supports.”



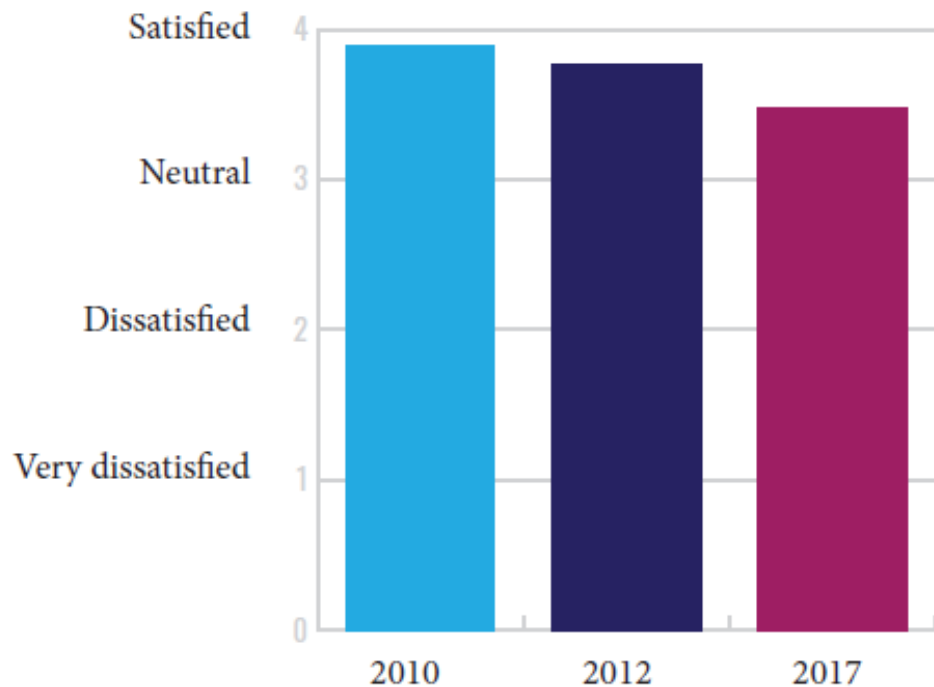
“The skills and competencies to succeed in my role are clear to me at this organization.”



In 2007, Deloitte found 40% of survey respondents did not feel that they had sufficient training to do their jobs.

Training challenges

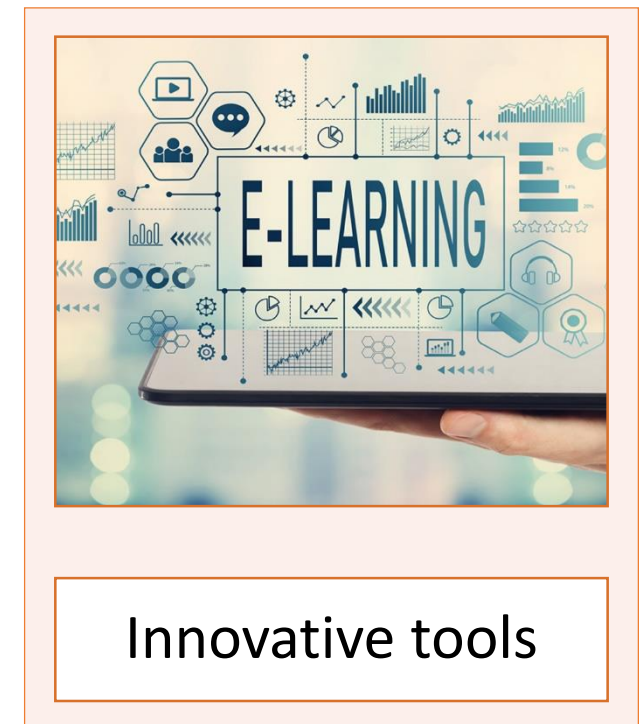
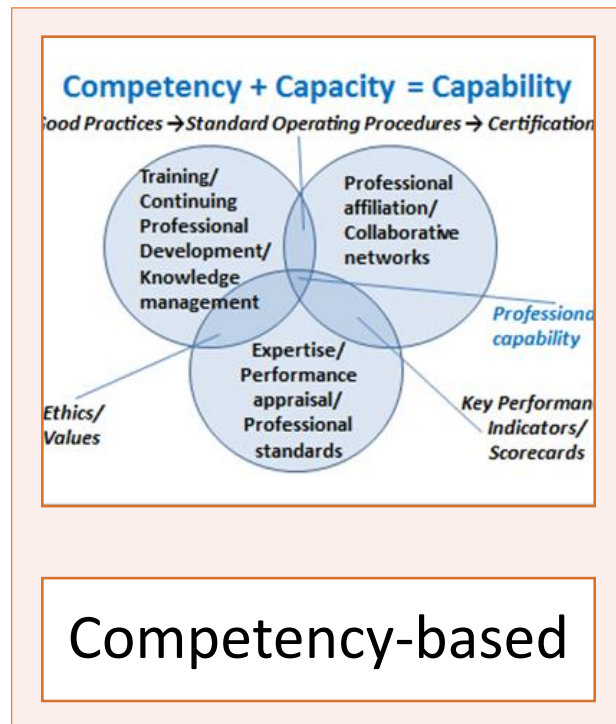
FIGURE 26: Trends in satisfaction with training



“We did a lot of training around core competencies. I actually was really excited about it, because I thought that it looked like it was based on strengths, and I really believe in that. I’m not looking for a tool that tells people how they suck, I want a tool that tells people what they’re good at, what they’re passionate about, how do we build that, and build opportunities so you can grow in that area, right? And I thought it was marvelous. And then I had to actually do it and we had a team of I think 15 or 16 managers, and I couldn’t do it. I could not keep up with it. It was a beautiful tool and I just couldn’t keep up with it.” – DS agency executive



Factors associated with training success



Career growth strategies

- Opportunities for career growth lowest job satisfaction rating
- Declining satisfaction with training
- Common across jurisdictions
- Challenge is not about traditional career ladders
- Key lessons from evaluation
 - DSP specialty credentials
 - Participation
 - Recognition

What improves satisfaction with career growth and opportunities for advancement?



The evaluation project analyzed the survey data to test what factors were linked to satisfaction with advancement opportunities and feelings that qualified employees can progress through a variety of career pathways.



Clarity of skills and competencies needed: The strongest factors linked to career growth satisfaction were perceptions that the skills and competencies needed to advance were clearly communicated.



Organizational support for learning: Feelings of career growth satisfaction were linked with perceptions that the organization supports learning and promotes opportunities to enhance competencies.



Recognition: Feeling recognized for great effort and good work was strongly linked to satisfaction with advancement opportunities (and was even more influential than pay).



Compensation: Satisfaction with pay and benefits matters when it comes to satisfaction with career growth and advancement opportunities. Feelings of professional growth were linked with compensation.



Contributions to quality improvement: Employee involvement and feeling that the organization will act on ideas to improve services, were linked with satisfaction with career growth and advancement opportunities.



HR practices & organizational culture

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Positive impacts of DSHR Strategy

- Greater average feelings of organizational support for learning and development
- More positive views of supervisor roles
- Reinforcing culture of high performance
 - Employee involvement
 - High quality services
 - Strive to provide fair pay



Key challenges and gaps

Supervisors feeling pressure

The evaluation project found that supervisors experienced higher stress and workload pressures compared to other job classifications in the agency-based workforce.

- Greatest feelings of increased workloads.
- The highest rates of occasionally thinking about quitting.
- The lowest rates of feeling that there are many qualified people interested in working in the sector.



Participative culture

Employee involvement

- Contribute ideas to improve services and supports

Recognition

- Day-to-day recognition of great effort and good work

Communication & information sharing

- Size of organization and volume of noise from social media



Work and career experiences

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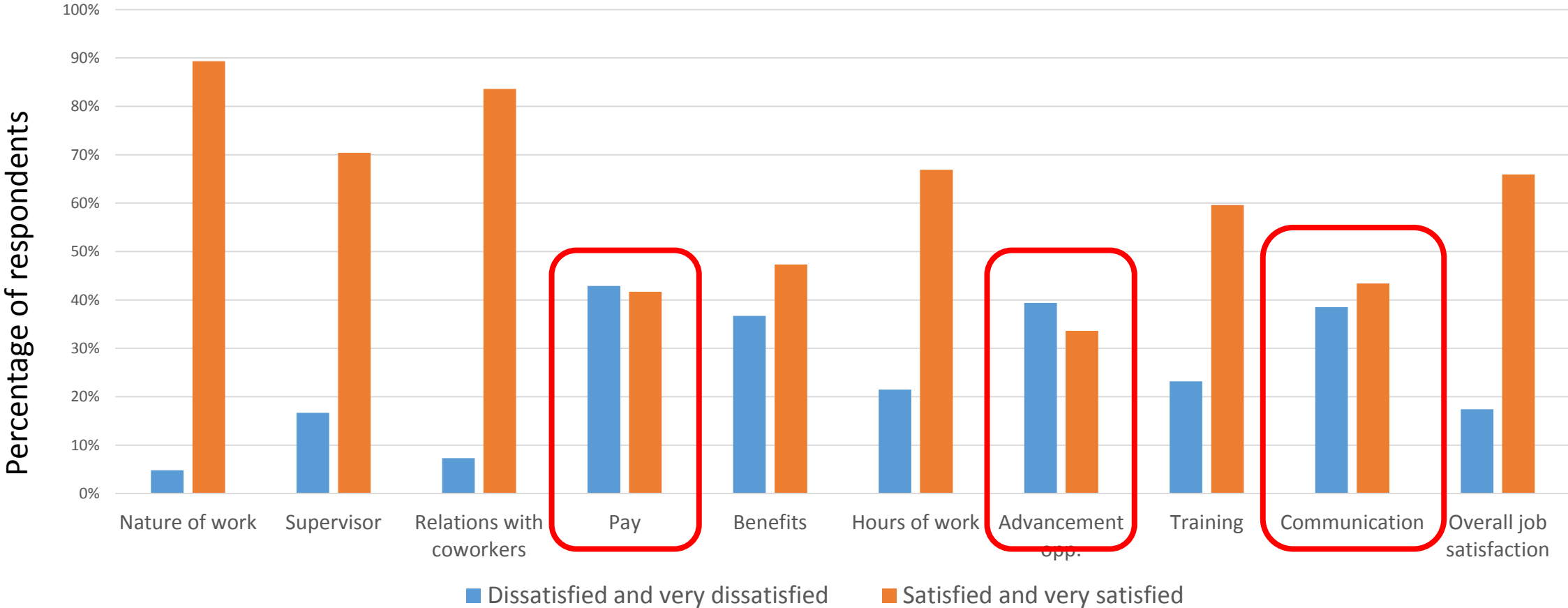
Meaningful work

- Over 95% survey respondents agreed to strongly agreed
- Research evidence shows:
 - Better psychological health
 - Higher satisfaction
- Improved retention, but not a substitute for basic extrinsic rewards



Job Satisfaction

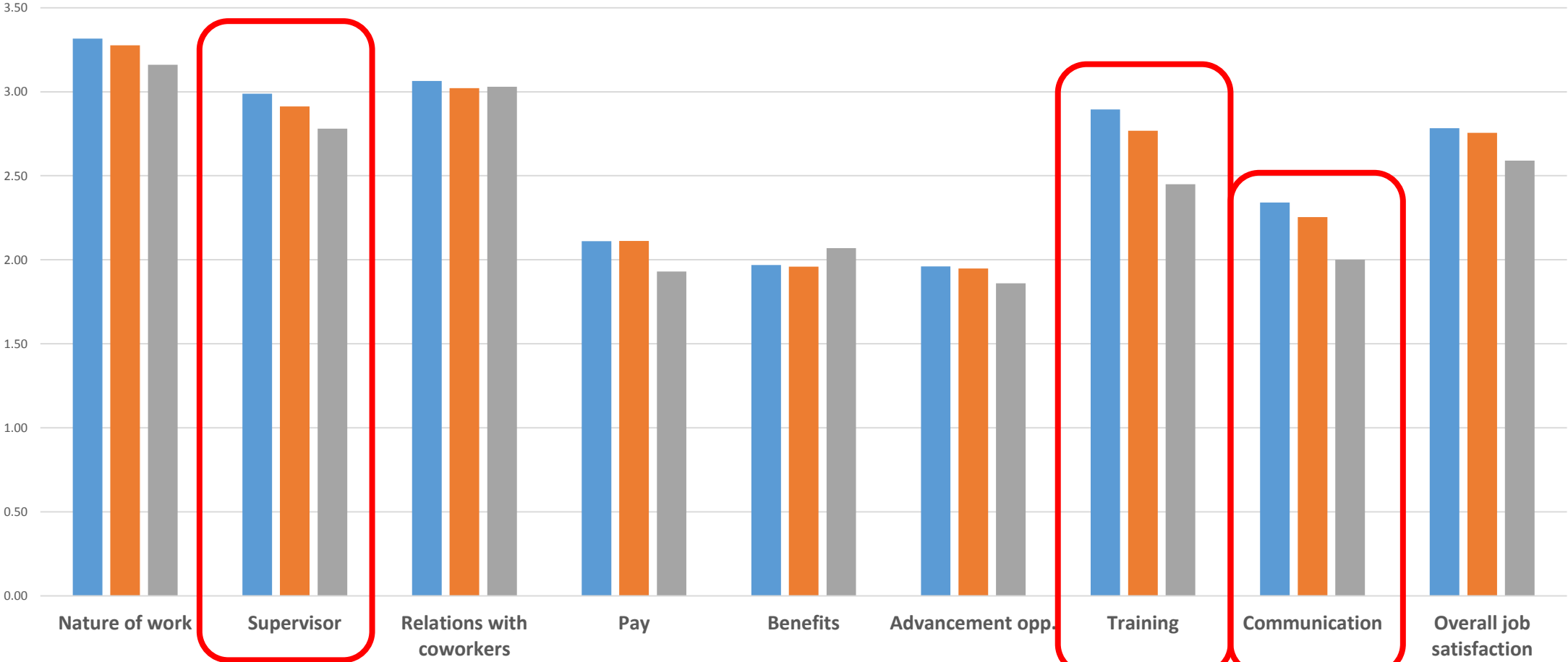
Entire workforce surveyed



Job satisfaction – entire workforce

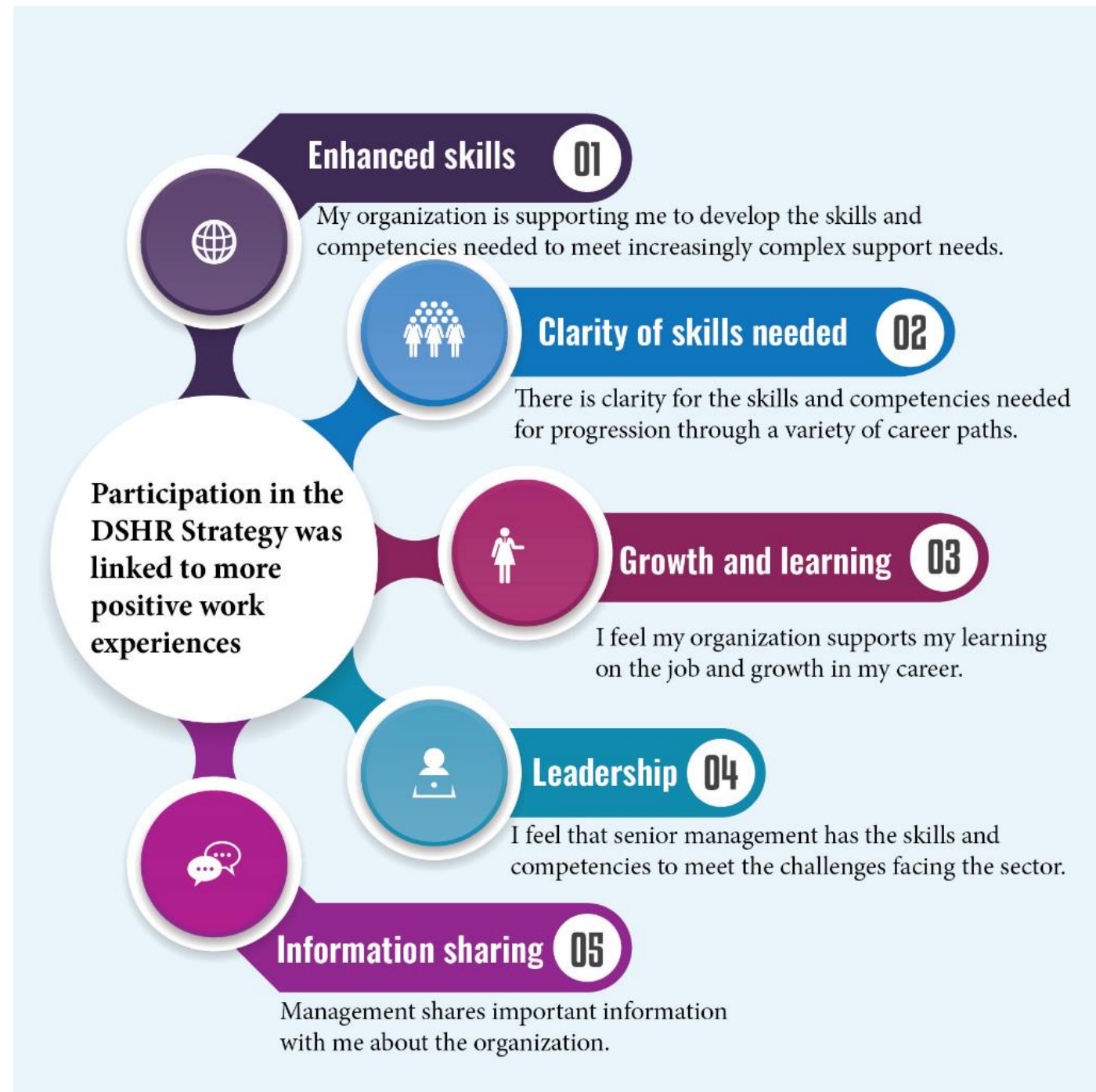
Comparing 2010 – 2012 - 2017

0 = Very dissatisfied – 2 = Neutral - 4 = Very satisfied



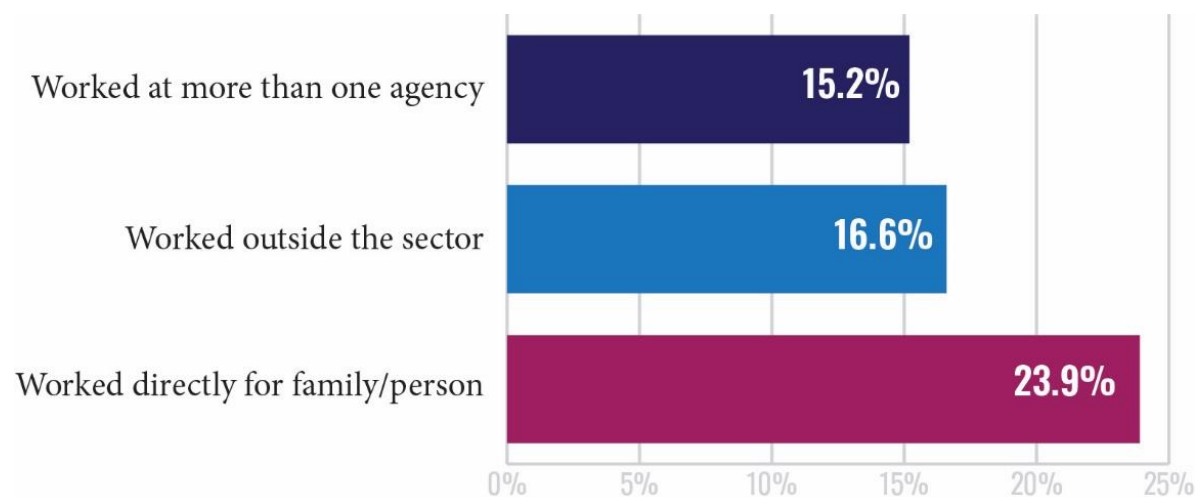
Positive impacts of DSHR Strategy

- More human capital investment
 - Skills and competencies
 - Clarity of skills needed
 - Support for personal growth
- Greater confidence and trust in senior management
 - Senior managers have skills and competencies
 - Management shares important information

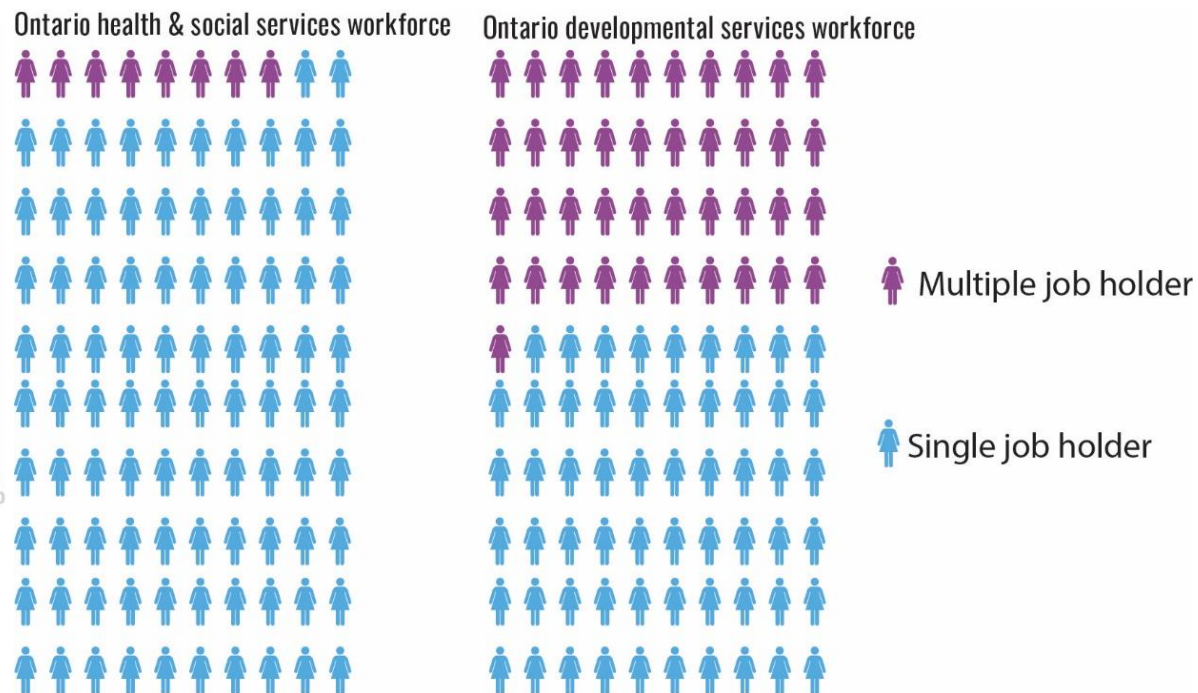


Most significant challenge facing DS workforce

Prevalence of multiple job holding among DSPs



Comparison of multiple job holding



Source: Statistics Canada and workforce survey

Sustaining efforts to enhance the workforce and improve HR practices

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Factors contributing to success

Ministry partnership

Equal partnership (Senior ministry leaders & EDs from agencies)

Ministry financial support & agency in-kind commitment

Going forward – expand stakeholders (workforce development boards, families)

Evidence-based and concrete tools

Annual HR forum

Strategy engaged in data collection, analysis, and evidence-based practices

Challenges of large scale initiatives and organizational change strategies



Challenges and opportunities

Job quality

- Full-time job imperative (Flexibility & financial)
- High-commitment work organization

Organizational competencies

- Cultural competencies
- Learning organization

Sustainable engagement

- Nurture and expand partnerships
- Inclusive and accessible strategies



Questions & Discussion

