

DEVELOPMENTAL SERVICES SECTOR HUMAN RESOURCE STRATEGY

Developmental Services Branch
Ministry of Community and Social Services

January 2008

PURPOSE

- To provide information on:
 - the recommendations of the Developmental Services Expert Panel on Training; and
 - a new Developmental Services Sector Human Resource Strategy and its objectives.

CONTEXT

- Training and human resource practices for the Developmental Services sector workforce need to modernize in response to changes in:
 - client needs
 - service delivery
 - labour shortages
- Recognizing the need for development of a new sector human resource strategy to address these issues, the Ministry:
 - engaged a consultant to do research on recruitment, training and retention practices that may apply to developmental services
 - established an Expert Panel on Training to recommend a training strategy for agencies

EXPERT PANEL ON TRAINING

- The panel included representatives from:
 - developmental services provider groups, including Faith and Cultural Agencies Network, Ontario Association on Developmental Disabilities, Ontario Agencies Supporting Individuals with Special Needs, Community Living Ontario and the Provincial Network on Developmental Services;
 - adult protective service worker association;
 - college and university training programs; and
 - family members (one francophone).
- The objectives of the Panel were to:
 - identify the current and future training issues and needs of the sector;
 - review human resource practices in Ontario and other jurisdictions identified in the Consultant's report and consider their relevance for developmental services in Ontario;
 - develop training standards for developmental services agency staff positions; and
 - propose strategies to promote the training standards across the sector.
- The Panel's final report was received in September, 2007

TRAINING ISSUES AND NEEDS

- Number of students graduating from relevant training programs are insufficient to meet the needs of the sector. Furthermore, college training programs do not reflect changes in client needs and sector transformation
- Graduates are increasingly attracted to other social services sectors, particularly education and health where working conditions are more desirable (e.g. standard hours of work, more full-time options)
- Some agencies can hire graduates with more general experiences and training and add internal, agency-based training programs.
 - This strategy is proving to be effective but is not consistently practiced across the sector
- Due to labour shortages and/or insufficient agency training capacity, other agencies hire workers with little experience or training just to fill vacant positions
- There is no certification or recognition of the experience and agency-based training that workers are obtaining through years of work in the sector. This limits career mobility and incentives for workers to stay in the sector
- Generally, training standards are increasingly fragmented and are inhibiting agency collaboration to recruit and retain qualified and motivated staff to the sector

PANEL RECOMMENDATIONS

- The Panel submitted a series of recommendations to address training issues and needs and contribute to improved recruitment and retention for the sector by:
 - Identifying core competencies for each position level along the main career paths in developmental services
 - Establishing a consistent agency-based training across the province
 - Linking compensation with level of competency for each position
 - Identifying and disseminating human resource best practices across the sector
 - Developing a public education/ marketing campaign to promote and raise the profile of the developmental services sector
 - Ongoing collaboration between the sector and the Ministry toward improved training, recruitment and retention of qualified and motivated professionals

NEW SECTOR HUMAN RESOURCE STRATEGY

- Based on the recommendations of the Expert Panel on Training, the Provincial Network in collaboration with the Ministry, is developing a Human Resources strategy to improve and maintain a quality workforce in the sector in the next 10 years and beyond
- The sector will work intensively with the Ministry over the next 12-18 months to bring about a sector-led solution that will professionalize the workforce and increase the number of qualified DS professionals
- As a first step of the plan and in order to move the agenda forward, this year:
 - The sector will establish the following committees:
 - Core competencies committee
 - Competency-based compensation committee
 - Agency-based training committee
 - The Ministry will establish a Panel on support staff hired directly by families
 - The Ministry will also:
 - initiate discussions with MTCU to establish a *Program standards committee (to be lead by MTCU)*
 - begin to develop some tools/ actions to identify and share best human resources practices
 - work together with the sector on a joint plan for an awareness strategy

HUMAN RESOURCE STRATEGY STEERING COMMITTEE

- A HR Steering Committee will oversee the work of all committees/ panels
 - Mandate:
 - To guide and monitor work progress and integrate implementation plans
 - Membership:
 - 1 Co-Chair representing the Provincial Network
 - 1 Co-chair representing MCSS
 - Chairs of all committees and panels that are being established
- The Steering Committee will be established by the end of January 2008

PANEL ON STAFF HIRED DIRECTLY BY FAMILIES

PANEL ON SUPPORT STAFF HIRED DIRECTLY BY FAMILIES

MANDATE: Develop supports and tools to assist families in hiring staff directly

WHEN?

January – June 2008

DELIVERABLES:

- Issues families face in hiring support staff directly (including independent planners)
- Support to families
- Support to staff
- Recommendations

ROLES

MCSS	Family Associations
<ul style="list-style-type: none">▪ Establish the Panel▪ Organize and facilitate Panel's meetings▪ Respond to recommendations	<p>Representation from:</p> <ul style="list-style-type: none">▪ Family organizations that represent family interests (e.g., IFCO, FAO)▪ Independent planners and Facilitators▪ Family brokerage agencies▪ Self-advocates

CORE COMPETENCIES COMMITTEE

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MANDATE: Oversee the development of core competencies for professionals supporting individuals with a developmental disability

WHEN?
January – July 20 08

DELIVERABLES:

- 1) Comprehensive set of core competencies for :
 - Front -line professionals
 - Front -line supervisors
 - Managers
 - Executive Directors
 - Specialized support staff
- 2) Implementation plan

ROLES

MCSS	Provincial Network
<ul style="list-style-type: none"> ▪ Member ▪ Provide support for meetings organized by the sector ▪ Receive final report 	<ul style="list-style-type: none"> ▪ Set up the Committee with representation from MCSS, Provincial Network and agencies that participated in the Expert Panel on Training ▪ Develop the project plan and a process to hire consultant ▪ Hire consultant ▪ Recommend and develop an implementation plan

January 2008

CORE COMPETENCIES COMMITTEE

Expert Panel recommendations

The DS sector should have:

- core competencies for front-line, specialized, supervisory and management roles based on the initial work of the Expert Panel;
- a specified level of proficiency in these core competencies as standards for the sector;
- a sector-wide system for recognizing workers' achievement of specified levels of proficiency in these core competencies;
- sector-wide recognized designations for individuals who have demonstrated proficiency in core competencies for their role;
- a communication strategy to ensure that competencies and standards are understood and available; and
- flexibility for agencies and workers to pursue any of the following vehicles to build towards the core competencies for front-line workers: DSW program, other relevant college/ university programs, DS Apprenticeship program, any consistent agency training program to be recognized in Ontario.

Establish Core Competencies Committee.

Develop and implement core competencies for DS professionals supporting individuals with a developmental disability.

- Sector-wide process in place to confer credentials;
- Clear career paths in place.

SECTOR COMPETENCY- BASED COMPENSATION COMMITTEE

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MANDATE : Develop a system for competency -based compensation in the sector

WHEN?

July 2008 – ?

DELIVERABLES:

- System for competency -based compensation in the sector
- Implementation plan

ROLES

Sector

- Set up the Sector Committee with representation from Provincial Network and DS agencies that participated in the Expert Panel
- Lead and organize meetings
- Develop project plan
- Recommend an implementation plan

SECTOR COMPETENCY- BASED COMPENSATION COMMITTEE

Expert Panel recommendation

The DS sector should have:

- staffing models and pay levels that link competencies and compensation.

Establish Sector Competency-based Compensation Committee.



Develop a system for competency-based compensation in the sector.



DS professional compensation scales recognize and reward demonstrated competencies for each position along the career paths.

AGENCY-BASED TRAINING COMMITTEE

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MANDATE: Determine opportunities for consistent agency-based training across the province

WHEN?

January – July 2008

DELIVERABLES:

- Inventory of agency -based training programs
- Analysis of programs

ROLES

MCSS	Sector
<ul style="list-style-type: none"> ▪ Member ▪ Provide room for meetings organized by the sector ▪ Policy role 	<ul style="list-style-type: none"> ▪ Set up the Training Committee with representation from MCSS, the Provincial Network and agencies that participated in the Expert Panel on Training ▪ Lead and organize meetings ▪ Develop project plan ▪ Recommend and develop an Implementation plan

January 2008

AGENCY-BASED TRAINING COMMITTEE

Expert Panel recommendations

The DS sector should have:

- a sector-wide training and development strategy that supports recruitment and retention, career progression, professional recognition, service quality, and the fulfillment of transformation outcomes and values in the developmental services sector;
- formal, consistent on-boarding programs for all new agency staff to ensure that new hires are properly trained and well connected to agencies;
- ongoing professional development, formal training and education, mentoring, and job shadowing programs that foster a culture of life-long learning in the sector;
- leadership development programs and options for individuals in or preparing for specialist, supervisor and management level positions incorporated in annual learning plans and supporting future talent requirements based on workforce and succession planning; and
- a partnership approach and contributions from all developmental services stakeholders in the implementation of training and development and other human resource related strategies for the sector.

Establish Agency-based Training Committee.



Determine opportunities and implement consistent agency-based training across the province.



- Consistent agency-based training across the province in place;
- Agency-based training is recognized and credited in college program.

PROGRAM STANDARDS COMMITTEE

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MANDATE: Update program standards and curriculum to better prepare people to work with individuals with a developmental disability

WHEN?

January 2008 – December 2009

DELIVERABLES:

- Updated college program standards
- Updated and more consistent college program curriculum

ROLES

Government	Sectors	Colleges and Universities
<p>MTCU</p> <ul style="list-style-type: none"> ▪ Lead meetings <p>MCSS</p> <ul style="list-style-type: none"> ▪ Member ▪ Organize and facilitate meetings <p>MOHLTC</p> <ul style="list-style-type: none"> ▪ Member 	<p>Members of agencies serving people with a developmental disability, including members of the Community Networks of Specialized Care</p> <p>Heads of Community Services</p> <ul style="list-style-type: none"> ▪ Members 	<p>Members from:</p> <ul style="list-style-type: none"> ▪ College and university program coordinators who participated in the Expert Panel on Training ▪ Other public colleges ▪ Private Colleges

PROGRAM STANDARDS COMMITTEE


Expert Panel recommendations

The DS sector should have:


- a collaborative process between the sector and the Ministry of Training, Colleges and Universities to create more consistent and aligned training and education programs across Ontario to support the development and implementation of competencies within the developmental services sector;
- recognition of agency training credits towards the Developmental Services Worker program;
- updated program standards that better meet the developmental services sector's competency requirements.



Initiate discussions about updating program standards and curriculum.



Assist MTCU, colleges and universities in updating program standards and curriculum and in their implementation.

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- Better prepared DS professionals;
 - Consistent DS-related education programs in Ontario;
 - Agency-based training is recognized and credited in college program.

IDENTIFY AND DISSEMINATE BEST HR PRACTICES

Expert Panel recommendations

The DS sector should use leading practices for:

- selecting new workers (i.e., behavioural techniques);
- recruiting and retaining staff;
- increasing the proportion of full-time positions;
- career progression, professional recognition, service quality, and the fulfillment of transformation outcomes and values in the developmental services sector; and
- leadership development programs and options for individuals in or preparing for specialist, supervisor and management level positions incorporated in annual learning plans and supporting future talent requirements based on workforce and succession planning.

Identify best HR practices from previous research, committee work, focus groups.

Disseminate best HR practices for recruitment and retention of professionals in the DS sector.

- Appropriate balance of FT/ PT positions in the sector;
- Competency-based recruitment in place;
- Ongoing professional development in place;
- Pool of qualified managers and executives prepared for succession.

AWARENESS AND MARKETING CAMPAIGN

Expert Panel recommendations

The DS sector should have:

- a sector marketing campaign to improve awareness and recognition of developmental services workers and career opportunities, featuring:
 - collaboration between agencies, educational institutions, and community organizations to undertake activities to define and improve awareness of the sector;
 - the sector as active and dynamic and offering workers the opportunity to support people who are vulnerable and to change our communities and province;
 - career paths and opportunities in the sector;
- involvement and support from agencies, families and individuals, educators, and unions in the development of the marketing strategy;
- a strategy to promote inclusion of people who have a developmental disability in all aspects of community life.

Determine opportunities for a 2008 DS awareness campaign.

Develop and launch a marketing campaign to increase the pool of DS professionals and improve awareness and recognition of new career opportunities.

- Increased pool of DS professionals;
- Increased awareness of DS sector and career opportunities in the broader community;
- Recruitment beyond Ontario's and Canada's borders and recognition of foreign-trained professionals education and training equivalencies in place.

PROFESSIONAL ASSOCIATIONS/COUNCIL

Expert Panel recommendations

The DS sector should have:

- formal associations/councils that consider and promote matters related to human resources:
 - an agency council on human resource issues;
 - an association to continue to implement and promote competency-based standards and recognition strategies, and address assessment and equivalency issues for professionals in the sector.

The collaborative work of the various committees will promote the creation of a professional council and association.

- Established association of professionals working with people with a developmental disability;
- Developmental Services Council on Human Resources established.