

# **Creating a Human Resource Strategy for the Developmental Services Sector**

**February 7, 2008**

## **Provincial HR Forum**

The Ministry and the Human Resources Committee of the Provincial Network (PN HRC) will be co-hosting a forum on March 3 and 4 in Toronto to launch a new HR Strategy for the Developmental Services Sector and to get input from the sector. At the same time, the HR Steering Committee will be looking for input and candidates to participate on the various sub committees as members and as the chairs. This will be a very important event so we encourage all Executive Directors and any of their HR staff who may be able to play a role in this work to attend.

To understand the need for this forum please read the following overview and attached slide presentation provided by the Ministry of Community and Social Services.

## **Provincial Network Human Resources Committee (PN HRC)**

In early December, the Ministry shared its document 'Developmental Services Sector Human Resource Strategy' with the PN HRC. This document was based on the recommendations of the Developmental Services Expert Panel on Training and the Deloitte's recommendations on improving recruitment, training and retention in Ontario's DS sector.

The Expert Panel submitted a series of recommendations to address many of the training issues and needs, designed to 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

Based on these reports, the Ministry has recently presented the PN HRC with a ‘New Sector Human Resource Strategy’ (attached) and suggested the following approach:

- 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

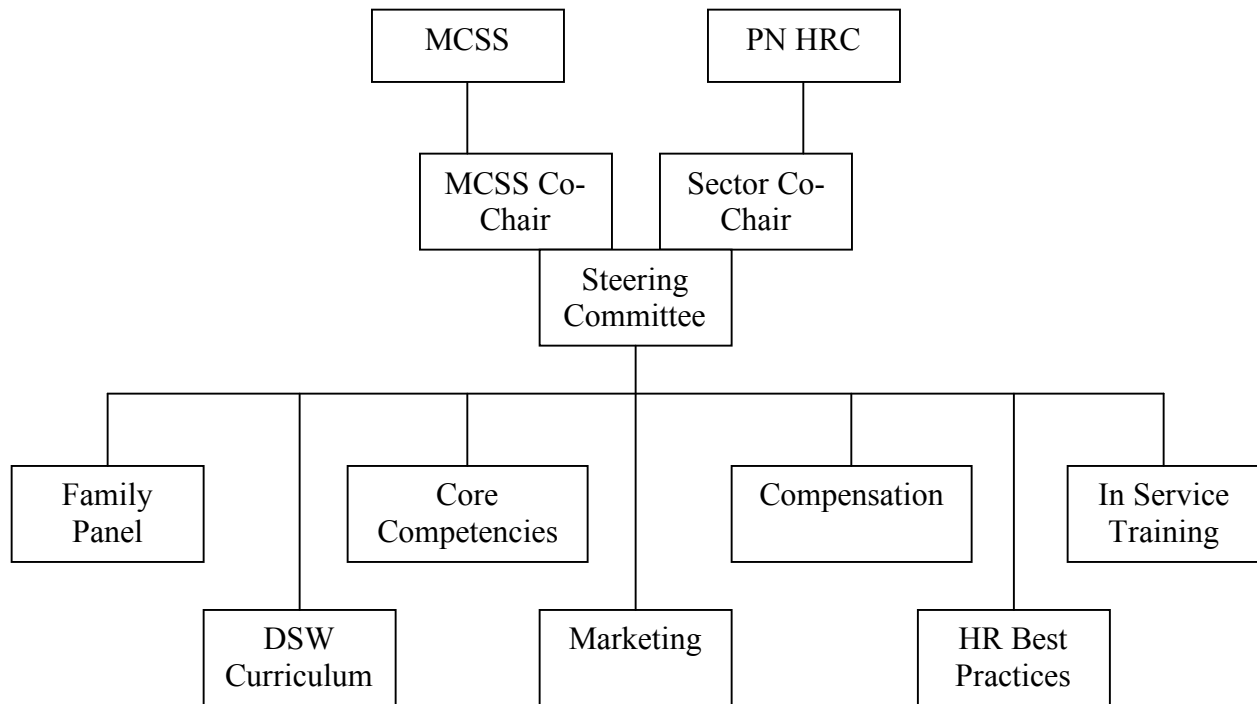
As noted, this material was presented to the Provincial Network HR Committee by the Ministry. Agreement was reached that the strategy will be sector-led in collaboration with the MCSS under the leadership of the PN HRC.

The HR committee has made a number of recommendations to the Ministry, in response to their initial presentation and proposal of the Strategy. These include:

1. That a Steering Committee be established to oversee the work as it unfolds and to manage the work of all sub-committees
2. That this Steering Committee be co-chaired by one person from the sector and one person from the Ministry

3. That the Steering Committee be comprised of each of the Chairs of the sub-committees with additional representatives from the Ministry and the sector as needed
4. That the structure ensure that all elements of the strategy (sub-committees) report to the Steering Committee, not simply the three sub-committees that the Ministry identified to be established by the sector
5. That each sub-committee be chaired by someone from the sector and that each have Ministry representation (with the exception of the Compensation Committee)
6. An additional number of sundry recommendations to clarify wording and descriptions of sub-committees were also made

### **Overall View of Proposed Committee Structure**



The Ministry has responded to, and accepted the majority of the recommendations made by the PN HRC. Colette Kent, Director of the Developmental Services branch will be the co-Chair of the Steering Committee and the PN HRC has appointed Steve Finlay as co-Chair from the sector. The Ministry has also dedicated a full-time staff member, Lucia Pintea for this project. Lucia was the Ministry lead on the Expert Panel on Training.

At this point the Ministry has asked the PN HRC to prepare a proposal for funding to hire a consultant to work with the Core Competencies sub-committee. It is clear from the discussions and the work of the Expert Panel that they see this as a key driver in moving the strategy forward. The Ministry is allocating a reasonable amount of money for this work. This proposal has been developed by the PN HRC and presented to MCSS.

At the same time, the Ministry has also assembled the Panel on ‘support staff hired directly by families’. Its work will look at a number of issues related to recruitment and retention of independent contract workers as well as independent planners and facilitators. The Ministry has been clear that they see one Human Resource Strategy for the sector with one labour pool rather than a number of separate labour pools, dependent on who the employer is or is not.

There has also been an indication that the Ministry will work with the sector on a joint plan for an awareness strategy and to prepare a ‘tool kit’ of best practices in HR based on the Deloitte work.

Meetings continue with the Ministry to clarify and confirm roles and relationships and Terms of Reference for the various committees and sub-committees.