



Provincial Network
on Developmental Services

Recruitment and Retention Strategy Initiative

Sustainable workforce recruitment and retention

Presenters: Claudia Ferryman and Ursula Rehdner

April 27, 2023

Welcome to the Recruitment & Retention Presentation

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AGENDA



Summary of Issues



International Recruitment



Recruitment Strategies and Tactics



Retention Strategies and Tactics



Sector Inputs



5 Regional Planning Tables
Focus Groups



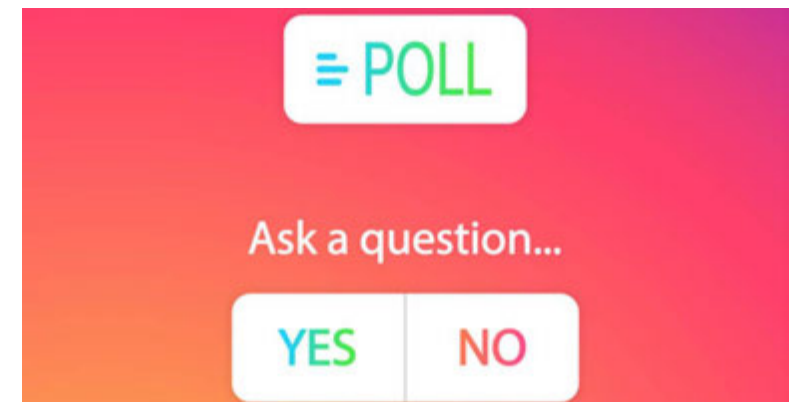
- Community-based Health
- Independent Living Service Providers

One-on-one informant interviews

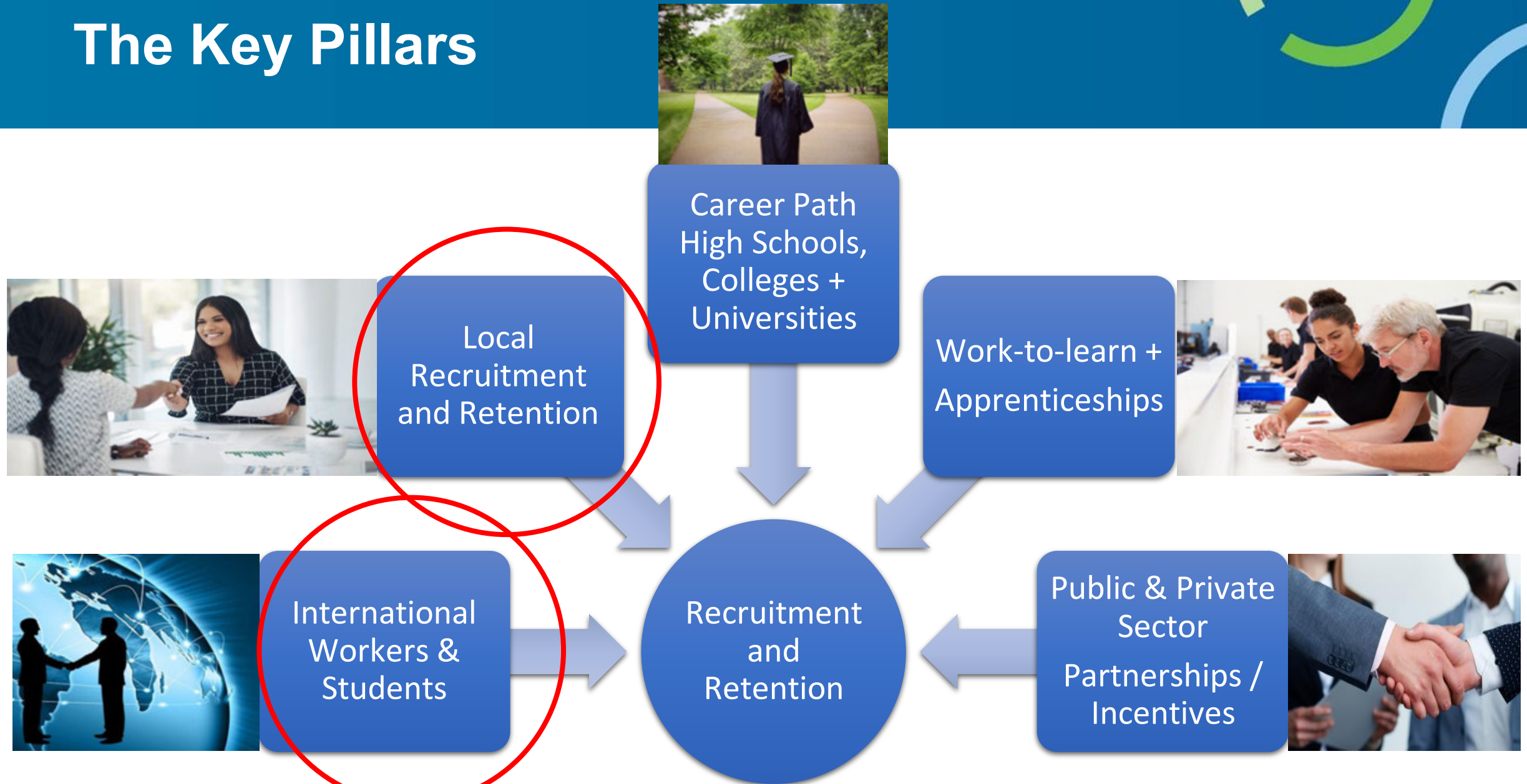


Mini-polls

HR Forum and OBRC 2022



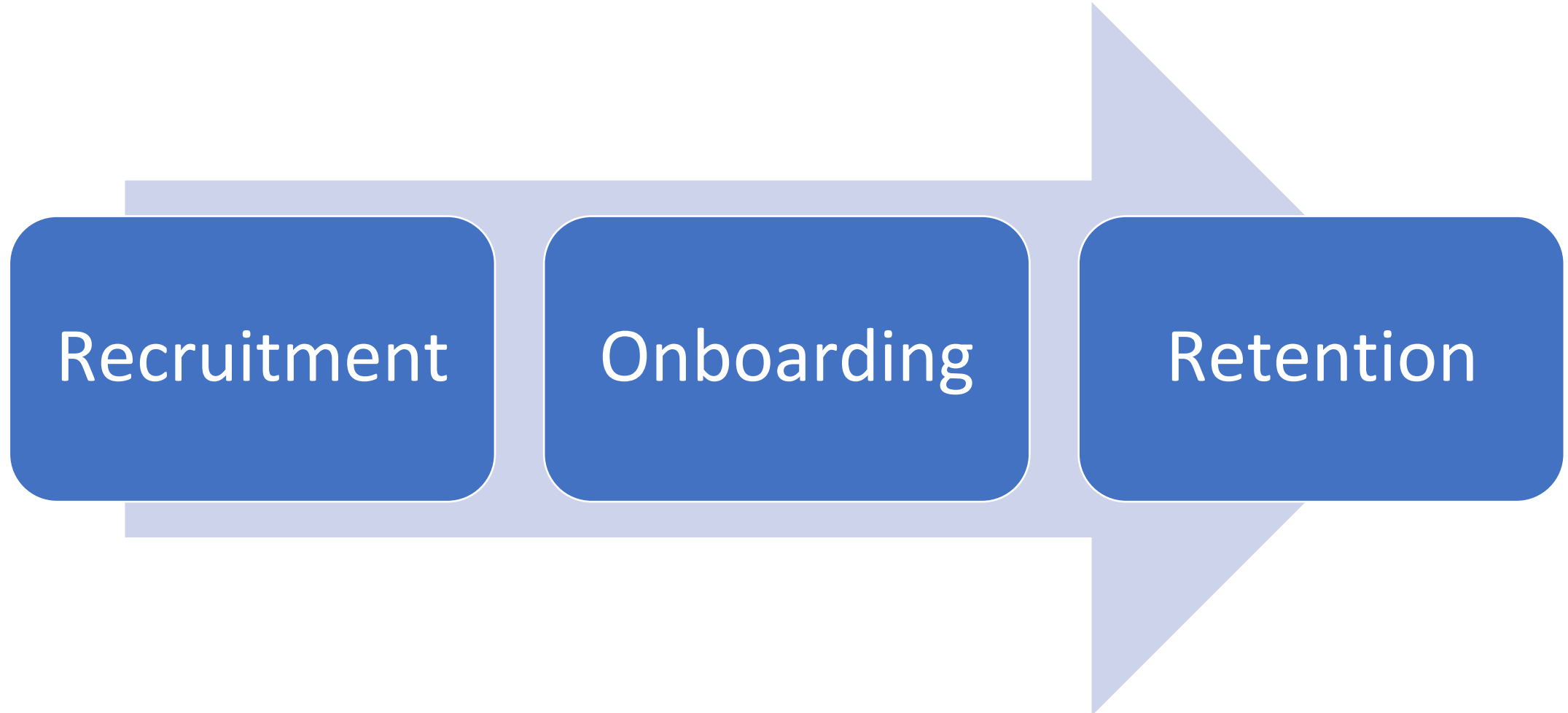
The Key Pillars



Implementation Plan



Shifting Workforce Challenges





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Summary of Key Issues

Environmental Scan

**Local strategies +
Centralized
Provincial
strategies**

**Staff leaves are a
concern**

**Hiring under-
skilled staff then
investing in
training**

**Middle
management
resignations are
hard to fill**

**Persistent high
vacancy rates
(10 to 70)**

Environmental Scan

**Difference in
compensation
contributes to
competition and
poaching**

**Revamping
recruitment process
to reduce time to
get candidate
onboard**

**Revamping the
onboarding process
(Buddy system)**

**Competitive Salary
based on geographic
location**

Environmental Scan

**Colleges are great sources of talent –
Student Placements**

**Language barrier and potential cultural
barriers with foreign workers**

Need for strong DEI Strategies

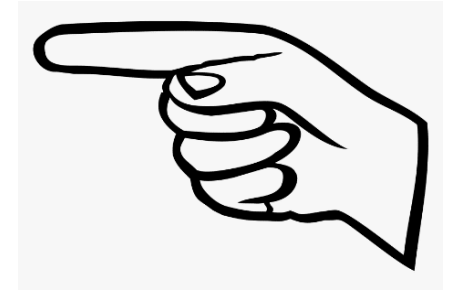
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Domestic Recruitment



RECRUITMENT AND RETENTION

Recruitment & Retention that Works



Source-swingle

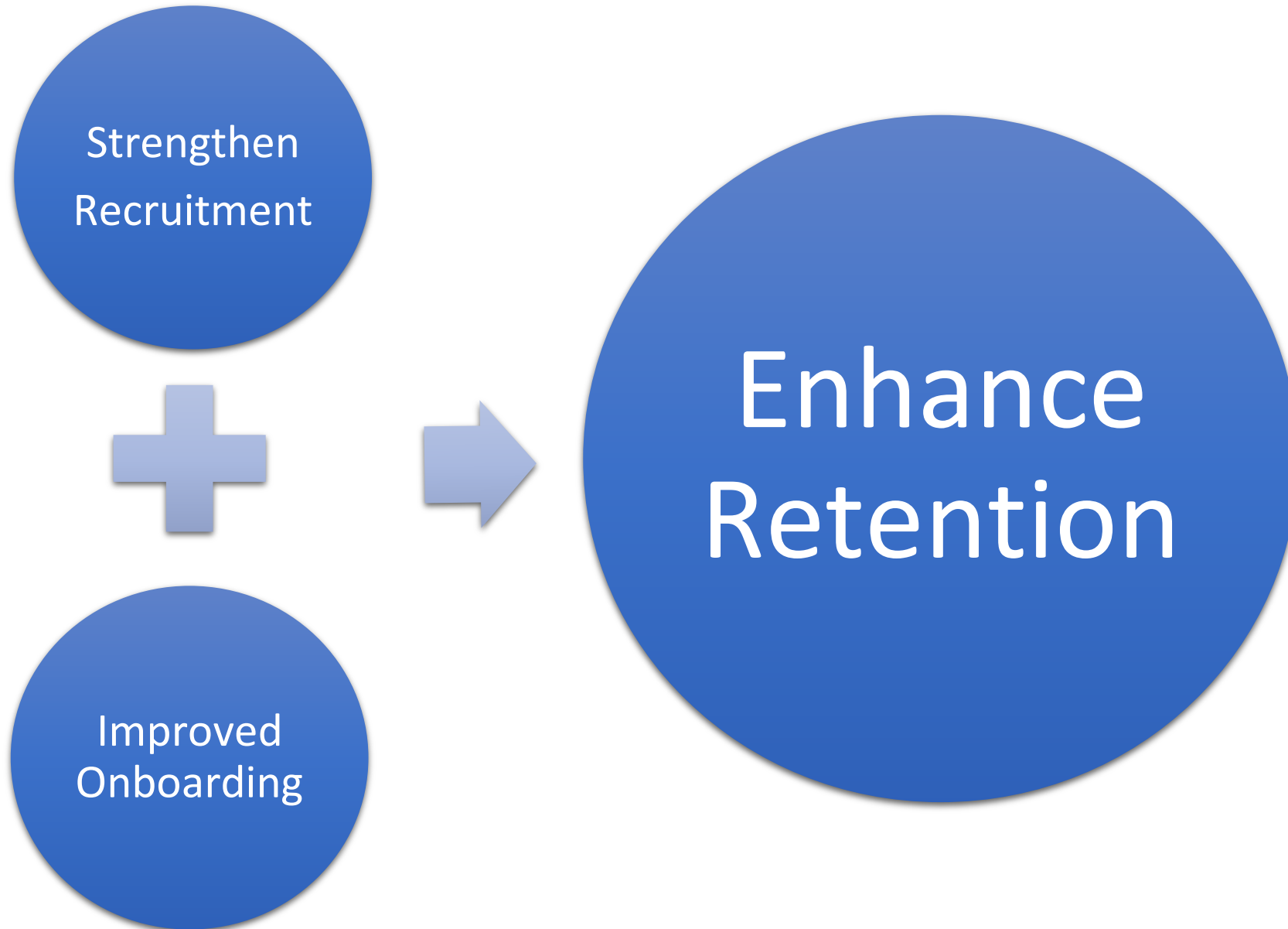
Facilitators: Claudia Ferryman and Ursula Rehdner

Group Exercise

What do you believe
are your two most
effective **recruitment
strategies**?



Strategic Approach



Recruitment & Onboarding Strategies

Strengthen the Hiring Process

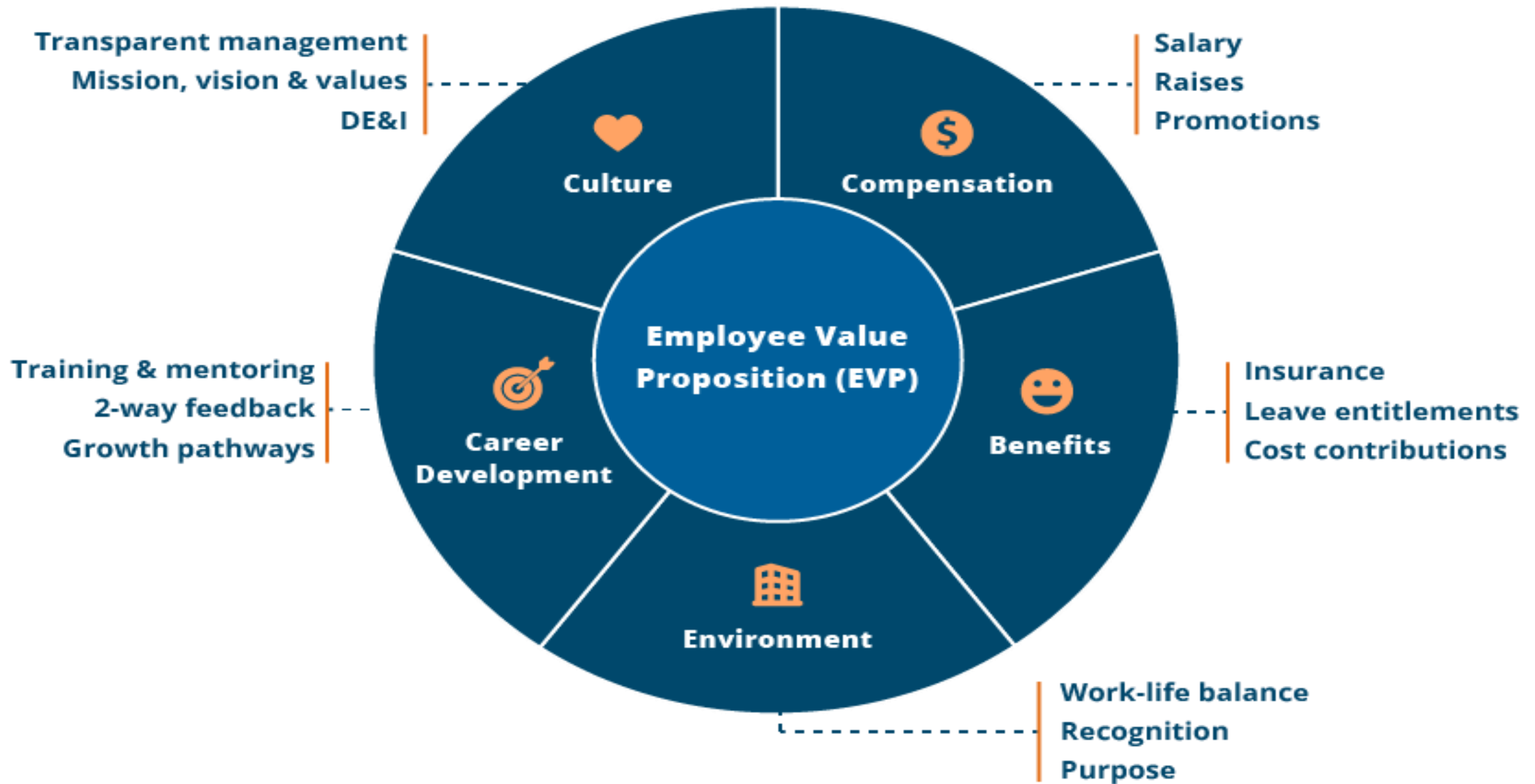
**Enhance the Offer & Employee
Value Proposition**

Improve Onboarding

Recruitment & Onboarding Strategies and Tactics

Strengthen the Hiring Process

1. Hiring and Selection – Use Core Competency for hiring
2. Alternative Talent Sourcing Channels
 1. Layoff lists
 2. LinkedIn job postings
3. Realistic Job Video Previews
4. Improve the use of Job Sites
5. Colleges for student placements
6. Maximizing Job Posting Impact
7. Promoting Employee Value Proposition



Facilitators: Claudia Ferryman and Ursula Rehdner

Enhance Job Postings and Descriptions

Focus on what's in it for the candidate

- Employee – Focused (i.e. benefits, employee success, etc.)
- Branding with success stories
- What would current employees add to the description?
- Highlight cool parts of the job
- Focus on expectations and how success is measured for the role



Recruitment & Onboarding Strategies and Tactics

**Maximize
the
Employee
Value
Proposition**

- Wages and Benefits
- Work Design / Compressed Work Week / Flexible Scheduling
- Promote Career Development and Career Paths
- Culture

Recruitment & Onboarding Strategies and Tactics

Improve Onboarding

- Assign a mentor/job buddy
- Promote career path during onboarding
- Diversity, Equity and Inclusion
- English language support for foreign workers (i.e. Duolingo)

Strengthening the Hiring Process

Tactics

- **In-Person Job Fairs** – on-the-spot interviews and job offers
- **Virtual Job Fairs** – running virtual booths can be more cost-effective and quicker



caringsupport.com



Local Recruitment Tips

What's working for organizations

- **Internal staff as recruiters**
(some give incentives for referrals)
- **Recruitment Videos** re: DS sector
- **Revamp Onboarding**
- **Partnership with Colleges – student placements**



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Retention



Group Exercise

What are three of your most effective retention practices?



Retention Strategies and Tactics

Enhance Retention

- Improved Onboarding
- Total Compensation
- Training and Development
- Career Advancement & Succession
- DEI
- Culture & Engagement
- Wellness Initiatives
- Conduct Stay Interviews & Exit Interviews

Retention Ideas

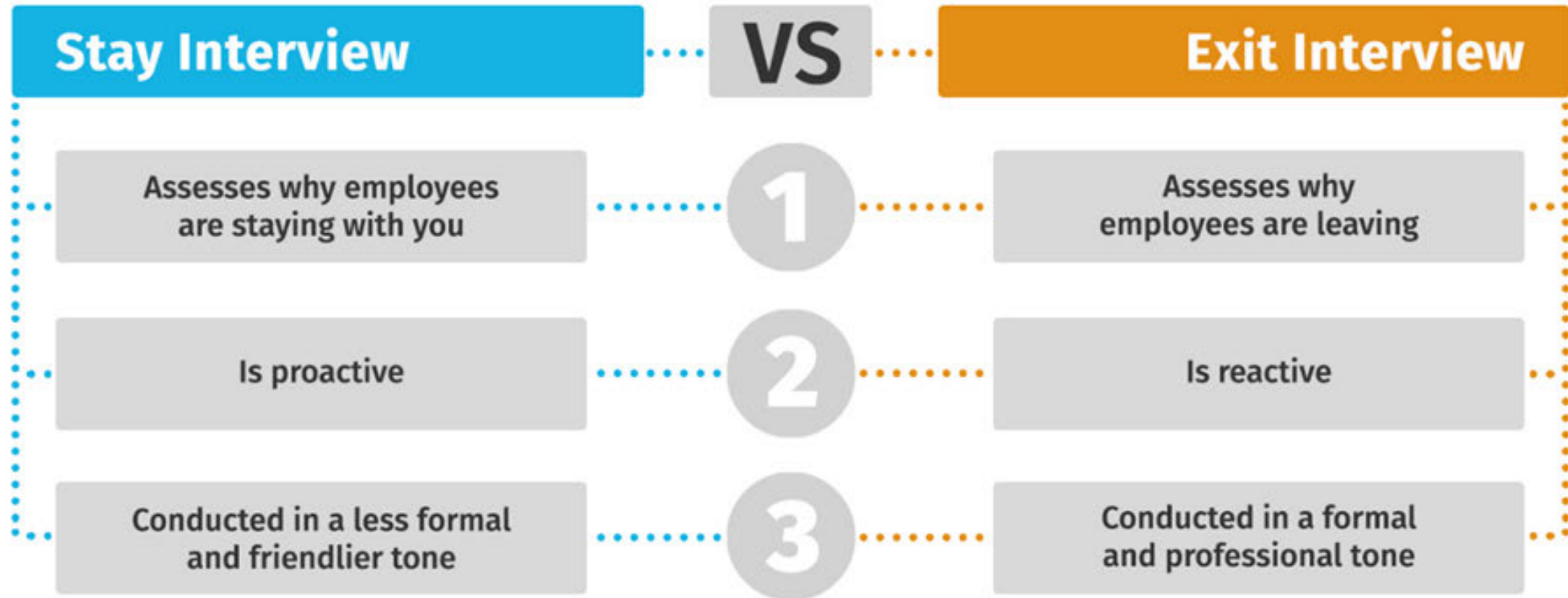
Centralized staffing model conversation

Professionalize the Direct Support role to attract talent who see the DS sector as a career destination

Provide **realistic job previews** (Videos)

Flexibility – Compressed Work Week / Flexible Schedules

STAY INTERVIEW VS. EXIT INTERVIEW



Facilitators: Claudia Ferryman and Ursula Rehdner



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Sense of Satisfaction for Staff

When considering how to improve your staff's sense of satisfaction, it is helpful to note the top five descriptions chosen by staff globally:

1. Having a good work / life balance (39%)
2. Being happy at work, enjoying the day-to-day work you do (32%)
3. Having a sense of job security (30%)
4. NET Flexibility over working schedule and remote working (30%)
5. Having a job you are passionate about (29%)

Source: The Adecco Group, *Global Workforce of the Future – Unravelling the Talent Conundrum*

Supports for Mental Wellbeing

The top five supports for Mental Wellbeing:

1. Encouraging employees to take all their annual leave (41%)
2. Create a culture of trust where people feel safe to express themselves (40%)
3. Allowing employees time off for mental health (38%)
4. An environment of inclusivity / clear sense of belonging (36%)
5. Allowing employees more annual leave (35%)

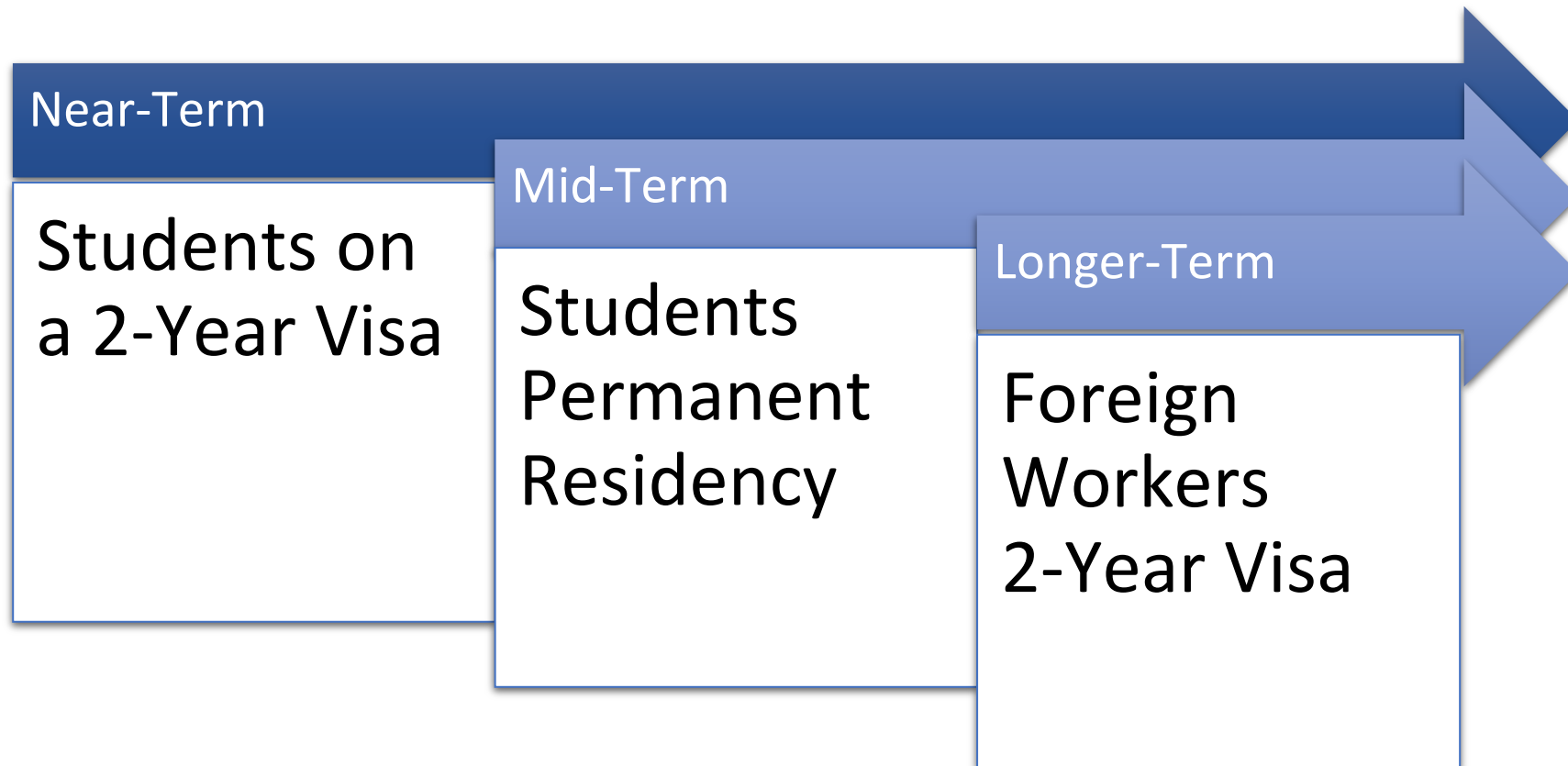
Source: The Adecco Group, *Global Workforce of the Future – Unravelling the Talent Conundrum*

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International Students & Workers



Foreign Student > Foreign Worker



International Students

- From November 15, 2022 until December 31, 2023, **international students with a study permit with off-campus work authorization can work an unlimited number of hours**
- As of the end of 2021, approximately 618,000 international students held valid study permits – a potentially great pool of talent
- After graduation, students may qualify for a **post-graduation work permit**, which is an open work permit (not tied to a specific employer)

The Highlights – International Workers

- Labour Market Impact Assessment (LMIA)
- National Occupation Classification Express Entry (NOC / TEER)
- Need Centralized Process to manage this



Immigration
Assistance



International
Recruitment
in the country
of origin



Canada
Onboarding
(Settlement)

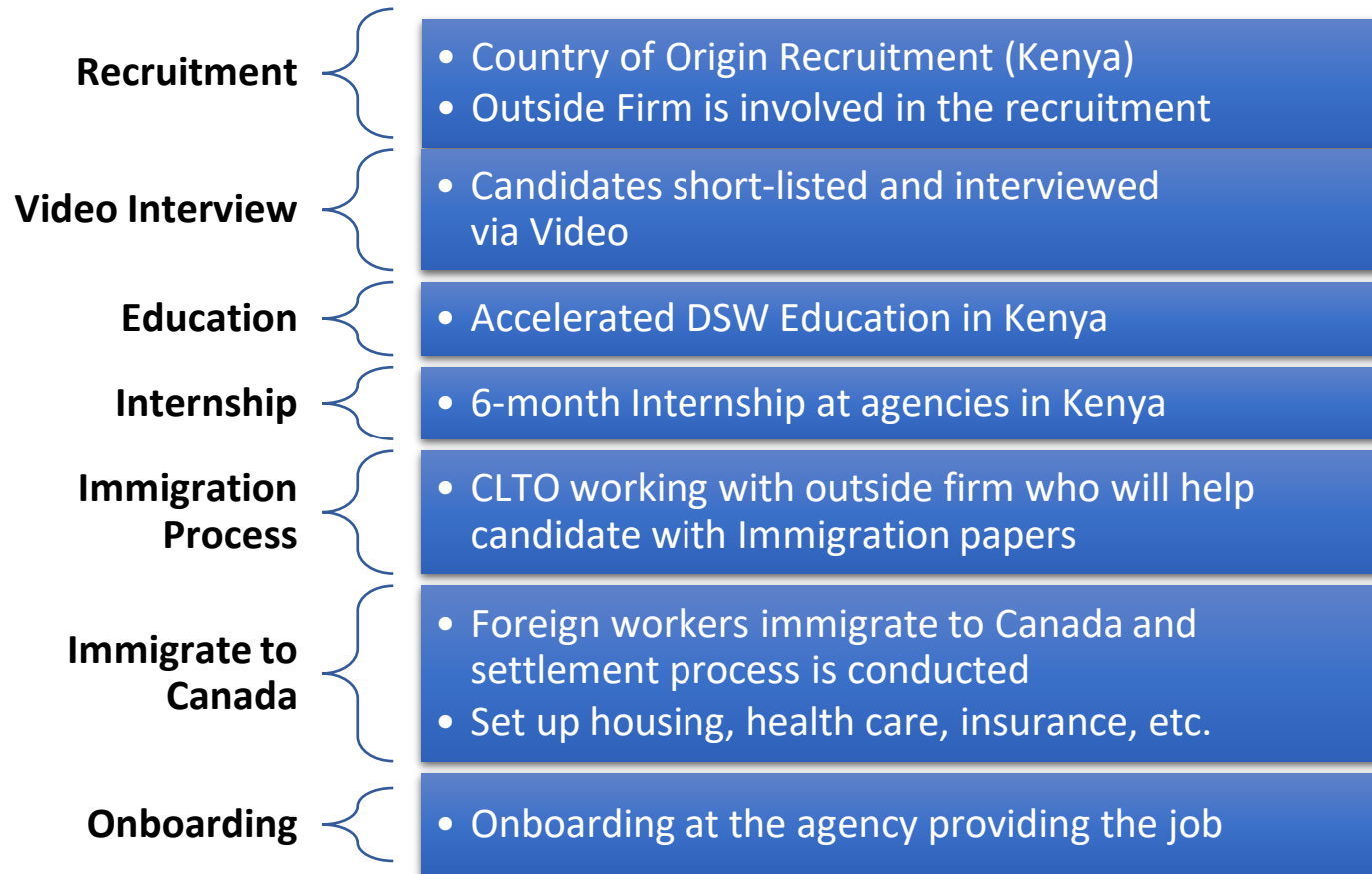


Job
Onboarding



Case Studies: Foreign Worker Pilots

CLTO and Corbrook Toronto Pilot ...



Two Pilot Case Studies

- CL Toronto and Corbrook in Kenya
- Reena in Israel

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Systemic Issues



Systemic Barriers

- Competitive wages for the sector
- Lack of sector compensation parity
- Lack of certification of credentials for the sector and support for career growth
- Need to deem DSWs in the DS sector as essential workers which has been done for PSWs. The need for legislative change to ensure DSWs are included as essential workers and get the benefits that are a part of this designation
- Consistency around technology systems used, such as HRMIS, Case Management systems, and more, to ensure transferrable skill development for staff working in multiple organizations or moving to new roles within the sector
- Funding for increased compensation and hiring/retention bonuses in hospital and long-term care sectors. Incentives work to intentionally draw skilled talent from other sectors, i.e. DS.

Systemic Barriers

- Lack of awareness of HS guidance counsellors of the sector as a viable career destination
- Infrastructure limitations in rural Ontario, i.e. public transportation and rental/affordable housing, significantly limit the successful transplant of International Workers to locations in need
- Flat agency structures severely restrict opportunities for learning, development, and career growth

Systemic Barriers

- Deficiencies in the knowledge and awareness of DS agencies and DS service models within Ontario Health and Ontario Health Teams. Planning and decision-making appears to exclude the DS perspective, which directly impacts Human Resource Planning and investment in services at the community level
- Lack of coordinated, purposeful, and proactive communication between MCCSS and MOHLTC, EDU, MMAH, and Immigration Canada to ensure there is the right service, at the right time, in the right place
- Federal immigration policies are a challenge to timely, affordable, and successful International Worker strategies

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Resources

Modernized Core Competencies

Modernized Core Competencies

- Key to recruitment
- Essential for Retention

<https://www.dscorecomp.com/core-competencies/>

Provincial Network Wellness Initiative

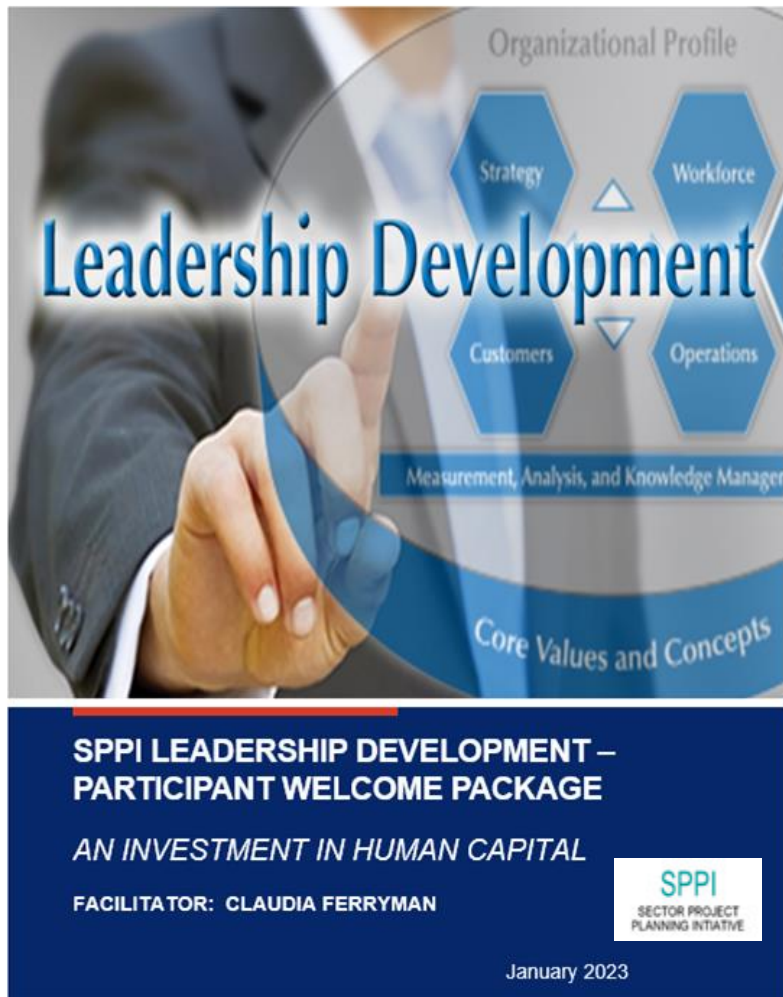
[Career Opportunities](#)[Find Agency or School](#)[Contact](#)[Provincial Network On
Developmental Services](#)[Provincial Network
HR Committee](#)[Core Competencies](#)[Cultivating Community Wellness](#)

About the Cultivating Community Wellness Initiative

The Cultivating Community Wellness initiative is building capacity within Developmental Service agencies across the province to support the mental health and wellness of employees. By fostering a community of practice and sharing knowledge and resources, participating agencies will be equipped to Champion Mental Health and Wellness within their own agency. The Provincial Network on Developmental Services is pleased to partner with CAMH to support this important



Training and Development Initiatives



Provincial Network on Developmental Services



Across the Province, Operational Leaders (Front-line Supervisors/Managers) in the Developmental Services sector utilize a range of skills and competencies to balance a variety of challenges, interests and operationalize strategic directions from person directed planning, staffing and staff development, to data driven decisions, and administration.

The Operational Leader Sub Committee, utilizing the Developmental Services HR Strategy Middle Management Topic Outlines, will improve operational leadership capabilities through education, training, development and networking across organizations, across the

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Provincial Network Recruitment Resources



To support you in your recruitment efforts, the DS Workforce – Recruitment Focused Marketing Sub- Committee has developed various tools and templates available for your use.

Interested in gaining access to marketing material to promote careers in developmental services?

Shared with me > DS Recruitment Campaign – 2022 > EN

Name ↓	Owner
 Toolkit	Provincial Network
 C. Postcards	Provincial Network
 B. Videos	Provincial Network
 A. Static Social Posts	Provincial Network



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Provincial Network HR Strategy Resources



During the 10 year DS HR Strategy (2008-2018) a number of documents and resources were developed to assist the person/ people who are responsible for the HR process in DS agencies across the province.

The DS HR Strategy took a multi-pronged approach to achieving its goals to:
Increase pool of qualified developmental services professionals
Ensure consistency in education, training and professional development in Ontario's developmental services sector



The follow are key resources developed by the DS HR Strategy

HR Best Practices

[Final Best HR Practices Report](#)

[Recruitment Checklist](#)

[Retention and Recognition Checklist](#)

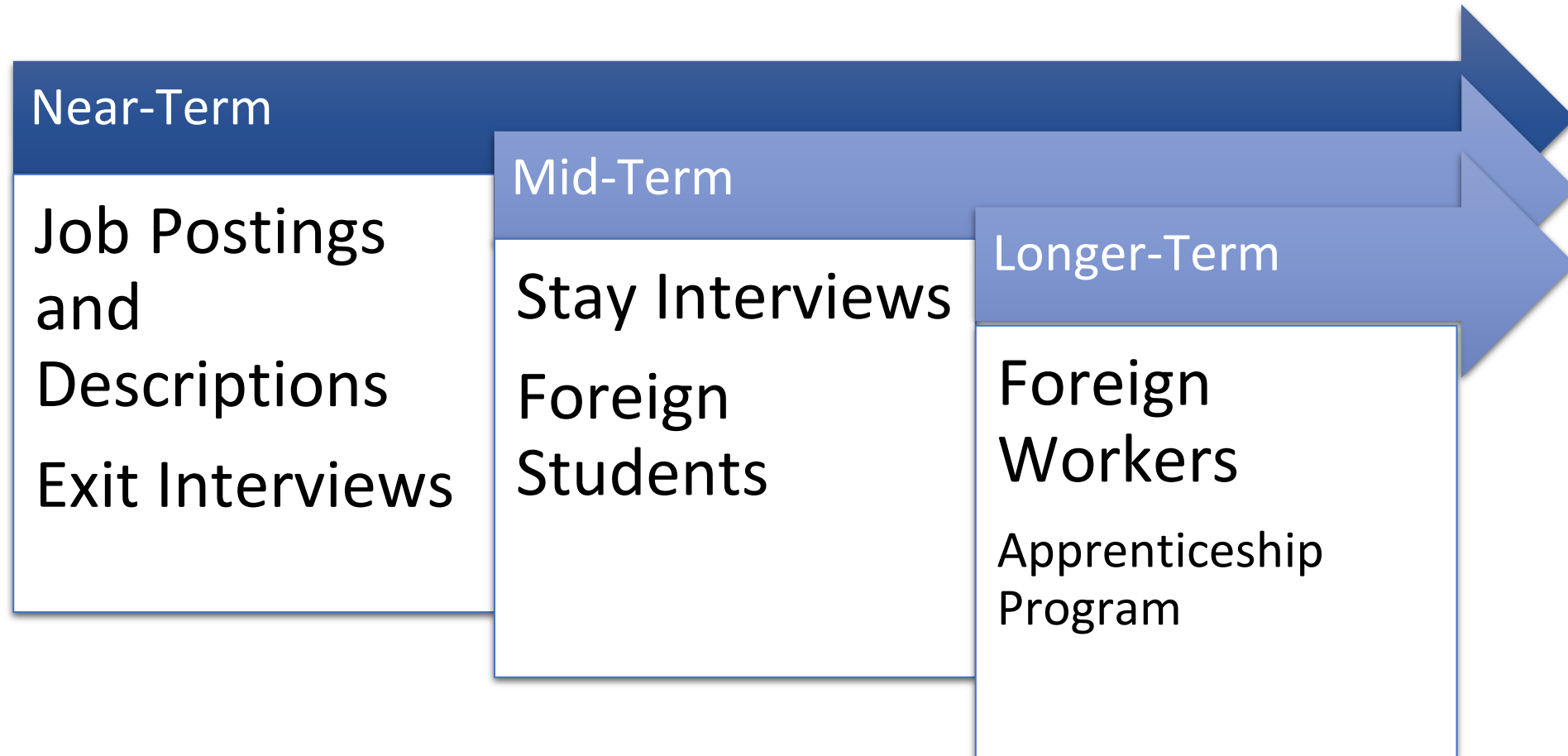
[Training and Professional Development](#)

[Behaviour-based Interview](#)

[Sample Job Posting – DSW position](#)

[Interview Package](#)

Strategic Approach to Reimagining Recruitment and Retention



Summary of Core Opportunities

- High staff vacancy rates provide opportunity for agencies to **hire skill and competencies** needed for future model of support delivery
- A number of agencies are revamping their **recruitment process to realize efficiencies and optimize onboarding** practices
- Some very successful **Virtual Job Fairs**, i.e. through Indeed
- Lots of **tools and resources** available for agency adoption, i.e. health and wellbeing, professional development, modernized competencies
- Revived enthusiasm for engaging in **impactful ‘partnerships’** across different regions and sectors, i.e. Colleges/Universities, community-based health, agency to agency (DS), region-wide
- International Recruitment **case studies** underway in several large organizations supporting future sharing of lessons learned, best practice, etc.

Reach us at ...



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thank you!