



Report To:	Program Planning Committee
From:	Donna Stewart, Director of Integrated Social Services and
Date:	September 26, 2018
Re:	PSW - ECE Recruitment & Retention Initiative – Issue Report

Background

The Community Development Department from the City of Greater Sudbury (CGS) met with the Manitoulin-Sudbury District Services Board staff on January 8, 2018 to discuss areas of common interest. The Community Development Department provides provincially regulated services including Children Services, Housing Services and Social Services to the residents of the City of Greater Sudbury. From this meeting, a common concern from sector partners was the need for additional Personal Support Workers (PSW) and Early Childhood Educators (ECE). Both organizations agreed to create a Recruitment and Retention Initiative Project Charter (see Appendix 1). This work would build on other job specific skills programs that are offered through the Social Services.

Personal Support Worker (PSW) Program

In the past 5 years, Cambrian College in Espanola has had 25 PSW Graduates. This course has not been offered in any other parts of the Manitoulin-Sudbury District. Of the 25 that graduated:

- 52% were never on social assistance;
- 24% were on social assistance before the course and haven't accessed social assistance since their graduation;
- 24% were on social assistance during their course and still are.

Early Childhood Educators (ECE) Program

Children's Services has been actively engaged in assisting with professional development of early years professionals. Both Cambrian College and Collège Boréal offer the Early Childhood Education Diploma program as well as unique professional learning for those working in the sector, however, people from the District need to travel to Sudbury for this

program. Through Cambrian College, the province funds an Early Childhood Alternative Delivery (ECAD) program, which provides the equivalent of a full-time Early Childhood Education (ECE) diploma to participants that have been employed in the field for one year or more. It allows them to continue to work full-time while completing their studies online and in person outside of work hours.

Participants can also qualify for funding which covers the cost of tuition, books, and all other related expenses.

Early Childhood Educators must be registered with the College of Early Childhood Educators and are being held to a higher standard than ever before. There are mandatory annual on-going professional development requirements. The Province is investing in the profession by continuing to raise the expectations and strengthen the workforce.

ECE Provincial Employment Strategy

The Province released a Workforce Strategy for the Early Childhood Education field in May 2018, which identifies five action areas moving forward:

- Establishing Fair Compensation – Continuing provincial work on fair compensation and establishing equity with Educators that are employed by the School Board sector.
- Improving Working Conditions – Gaining a better understanding of job satisfaction and current working conditions in order to identify ways to establish a safe, responsive, and enjoyable working environment.
- Enhancing Skills and Opportunities – Providing access to both pre-service and on-going professional learning opportunities and incentives to increase participation in education and training.
- Valuing Contributions – Raising awareness and understanding the value of the contributions Early Childhood Educators make as regulated professionals to children, families, the early years, and education sectors, as pedagogical and system leaders.
- Increasing Recruitment – Expanding interest in pursuing a career in early childhood education including career mapping in high school and supporting positive practicum experiences for students.

The Manitoulin-Sudbury DSB will ensure that Child Care and EarlyON Child and Family Centres know that they are expected to be familiar with the Qualifications Upgrade Program, which is available to reimburse tuition fees and other expenses associated with obtaining an ECE diploma for staff currently working in the early years sector.

With the change in government, we are currently awaiting their direction when it comes to Early Childhood Educators.

Next Steps

The Community Development Department and the Manitoulin-Sudbury DSB are in the process of setting up meetings with representatives from Cambrian College and Collège Boréal to explore more about local strategies in these two fields of employment. Further partnerships may be formed with both institutions to increase recruitment for skills training. Local partners that have been working in both geographical areas will also be consulted for best practices to be implemented.

Project Charter:

Manitoulin-Sudbury DSB and City of Greater Sudbury – Early Childhood Educator (ECE) and Personal Support Worker (PSW) Recruitment and Retention Initiative

February 8, 2018

Background

The City of Greater Sudbury and the Manitoulin-Sudbury District Services Board met on January 8th, 2018 to discuss service coordination between the districts along with issues common to both organizations.

As part of the discussion, a need was identified in the area of recruitment and retention of Early Childhood Educators (ECE) and Personal Support Workers (PSW).

Opportunity:

ECE and PSW employees have been the beneficiaries of Provincially mandated wage enhancements over the past several years.

The Social Services division in Greater Sudbury existing PSW recruitment program has graduated 98 PSW's in the field over the past 5 years (2012-2017).

In the Manitoulin-Sudbury District, 26 PSW's have graduated into the field over the past 5 years. Unfortunately, there have been no PSW graduates in the past 2 years as there hasn't been sufficient registration, even though the program has been offered. There is also difficulty recruiting ECE's as the education is being given in Sudbury rather than in the District.

For the ECE field there currently exists a program for people that work in the sector to upgrade to an ECE through the ECAD program at Cambrian College. This program includes a grant for tuition and costs, however the student must already be working in the sector to apply.

In addition to limited post-secondary education opportunities in the Manitoulin-Sudbury District there are very few ECE placement opportunities. Historically, students would obtain their post-secondary education outside of the district and would have opportunities to return to their home community for placements. Successful placements often led to employment opportunities for students and supported mentorship skills for staff working in rural settings. Apprenticeship opportunities are also limited, with wait times of up to two years for apprenticeships.

Strategic Priorities : Quality of Life and Place, improving programs by having access to qualified and trained staff.

Health Impact Assessments

The PSW program that is operated through Social Services in Greater Sudbury and through Cambrian College in the District both serve as a model for Ontario Works clients to be re-employed into a high demand field.

Financial Implications

In the City of Sudbury, this project may need funding from partners in the areas of Children Services, Social Services and Long-Term Care in order to develop programming to promote and train PSW's and ECE's.

In the Manitoulin-Sudbury District, there is a partnership with Cambrian College to provide employment programs to the Ontario Works clients however further programming may need to be developed to address

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<p>the needs.</p> <p>Most PSWs and ECEs are hired part-time even though they may work almost full-time hours.</p>
Goals
<p>The specific goal of the project is to increase the recruitment and retention of ECE’s and PSW’s.</p> <p>Number of ECE and PSW entering job training program</p> <p>Number of ECE and PSW exiting to employment in the field</p>
Scope
End Result
<p>Implement a strategy to increase the recruitment and retention of ECE’s and PSW over a period of 2 to 3 years.</p> <p>Advocate through the Province higher pay for ECE’s and PSW’s.</p> <p>Present recommendations to the Community Services Committee leading up to Budget 2019.</p> <p>Present recommendations to the Manitoulin-Sudbury DSB’s Program Planning Committee.</p>
Key Deliverables
<p>Develop a plan to identify how to recruit and retain more PSW and ECE’s in their respective fields.</p>
Key Stakeholders
<p>Residents</p> <p>Community stakeholders (ie. Colleges)</p> <p>Project Sponsor – Senior Manager with sign off</p> <p>Catherine Matheson, Fern Dominelli</p> <p>Project Manager – Lead Manager with responsibility for ensuring project completion</p> <p>Tyler Campbell, Donna Stewart</p> <p>Project Team – staff involved in completing the project</p> <p>Tyler Campbell, Donna Stewart, Vivienne Martin, Monique Poirier, Anne Quenneville, Lori Clark</p>
Project Milestones
<p>Start Date: May 1, 2018.</p>

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End Date: December 2019.	
Project Budget	
Main project expenses relate to staff time. Budget dollars may be needed to supplement the existing programs.	
Constraints, Assumptions, Risks and Dependencies	
Constraints	Financial – Dependent on level of employment training dollars available between both programs in respective communities.
Assumptions	Colleges willing to participate.
Risks and Dependencies	Any investment in College level training programs would need a solid return on investment calculation.
Communications & Governance	
Progress and status updates will be given through the Project Listing tool at regular Director’s meetings and regular briefings available to the General Manager of Community Development of CGS along with the Chief Administrative Officer for the DSB.	