

## For Information Only

### Personal Support Worker - Early Childhood Educator Recruitment Project

Presented To: Community Services Committee

Presented: Monday, Jun 18, 2018

Report Date Thursday, May 31, 2018

Type: Correspondence for Information Only

### Resolution

For Information Only

### Relationship to the Strategic Plan / Health Impact Assessment

This report supports Council's Strategic Plan in the area of Quality of Life and Place, as it aligns with the Population Health Priority(ies) Age Friendly Strategy.

### Report Summary

This report provides an overview of a recent project between the Community Development Department and the Manitoulin Sudbury District Services Board (MSDSB) to increase the recruitment of Personal Support Workers (PSW) and Early Childhood Educators (ECE). A project charter has been jointly created by the Community Development Department and the MSDSB.

### Financial Implications

The report discusses recruitment and retention initiatives for Personal Support Workers and Early Childhood Educators. These initiatives can be carried out within existing Council approved budgets for Social Services, Pioneer Manor and Children Services.

#### Signed By

**Report Prepared By**

Tyler Campbell  
Director of Social Services  
*Digitally Signed May 31, 18*

**Health Impact Review**

Tyler Campbell  
Director of Social Services  
*Digitally Signed May 31, 18*

**Manager Review**

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**Division Review**

Tyler Campbell  
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**Financial Implications**

Jim Lister  
Manager of Financial Planning and Budgeting  
*Digitally Signed May 31, 18*

**Recommended by the Department**

Catherine Matheson  
General Manager of Community Development  
*Digitally Signed Jun 1, 18*

**Recommended by the C.A.O.**

Ed Archer  
Chief Administrative Officer  
*Digitally Signed Jun 4, 18*

## **Background**

The Community Development Department from the City of Greater Sudbury (City) met with the Manitoulin-Sudbury District Services Board (MSDSB) on January 8, 2018 to discuss areas of common interest. The MSDSB provides provincially regulated services including Children, Housing and Social Services to the areas surrounding the City of Greater Sudbury. From this meeting, a common concern from sector partners was the need for additional Personal Support Workers and Early Childhood Educators. Both organizations agreed to create a solution together and have developed a common project charter for this initiative. This work would build on other job specific skills programs that are offered through the Social Services Division. Appendix 1 – Personal Support Worker – Early Childhood Educator Project Charter

## **City Support - Personal Support Worker (PSW) Program**

In the fall of 2009, community partners from across the City met to discuss how to engage and encourage people to consider pursuing occupations in health care. The meeting included politicians, training and education providers, employers, and those who worked with adults looking for employment.

The Social Services Division formed a partnership with St. Albert Adult Learning Centre to provide PSW training for Ontario Works participants while simultaneously completing credited secondary school courses. Participants obtained six credits towards a grade 12 diploma and received a PSW certificate. St Albert's received full accreditation of the PSW skills component from the Ontario Community Support Association in January 2012.

Based on May 2018 client data, 171 Ontario Works clients had started the program since inception, of which 88 have since either exited to employment or post secondary and are no longer on the Ontario Works Program. The total cost for participants of the program is \$1,800, and is funded as an employment benefit from the Province.

## **City Support - Early Childhood Educators (ECE)**

The Children Services Section has been actively engaged in assisting with professional development of early years professionals, and continues to work with both local colleges to deliver professional development and upgrade credentials. 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. 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 also qualify for funding which covers the cost of tuition, books, and all other related expenses.

The Social Services Division has held information sessions in the past for clients that were interested in pursuing the ECE post secondary diploma program. The last information session in 2011 took place with limited interest in the field.

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:

- 1) Establishing Fair Compensation – Continuing provincial work on fair compensation and establishing equity with Educators that are employed by the School Board sector.
- 2) 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.
- 3) 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.
- 4) 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.
- 5) 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 Children Services Section's existing plans for program quality improvement and supporting a healthy workforce align with provincially identified action areas. The Children Services Section is currently reviewing the Provincial Workforce Strategy with community partners to move the following ongoing plans forward:

- To standardize salaries and benefits, i.e., pool resources
- To gather local data on the early years sector to assess working conditions and address collectively
- To improve student placements, i.e., further develop mentoring and supervisory skills

- To increase access to professional learning opportunities, i.e., coordinate training opportunities with education and specialized services
- To promote Registered Early Childhood Education careers in secondary schools

## **Next Steps**

The Community Development Department and the MSDSB 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.

## **References**

Growing Together: Ontario's Early Years and Child Care Workforce Strategy -  
<http://www.edu.gov.on.ca/childcare/growing-together-eycc-workforce-en.pdf>

Community Development Department 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 8<sup>th</sup>, 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.

## Community Development Department 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

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 the needs.

Most PSWs and ECEs are hired part-time even though they may work almost full-time hours.

#### Goals

The specific goal of the project is to increase the recruitment and retention of ECE's and PSW's.

Number of ECE and PSW entering job training program

Number of ECE and PSW exiting to employment in the field

#### Scope

##### End Result

Implement a strategy to increase the recruitment and retention of ECE's and PSW over a period of 2 to 3 years.

Advocate through the Province higher pay for ECE's and PSW's.

Present recommendations to the Community Services Committee leading up to Budget 2019.

Present recommendations to the Manitoulin-Sudbury DSB's Program Planning Committee.

#### Key Deliverables

Develop a plan to identify how to recruit and retain more PSW and ECE's in their respective fields.

#### Key Stakeholders

Residents

Community stakeholders (ie. Colleges)

##### Project Sponsor – Senior Manager with sign off

Catherine Matheson, Fern Dominelli

##### Project Manager – Lead Manager with responsibility for ensuring project completion

Tyler Campbell, Donna Stewart

##### Project Team – staff involved in completing the project

Tyler Campbell, Donna Stewart, Vivienne Martin, Monique Poirier, Anne Quenneville, Lori Clark

Community Development Department 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

<b>Project Milestones</b>	
Start Date: May 1, 2018.	
End Date: December 2019.	
<b>Project Budget</b>	
Main project expenses relate to staff time. Budget dollars may be needed to supplement the existing programs.	
<b>Constraints, Assumptions, Risks and Dependencies</b>	
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.
<b>Communications &amp; Governance</b>	
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.	

**Approval Signatures**

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[Name], Project Client

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[Name], Project Sponsor

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[Name], Project Manager