

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.

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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

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<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