

Developmental Services Human Resource Strategy

Ontario Developmental Services
Make a difference every day.

Developmental Services Sector Awareness and Marketing Committee

FINAL REPORT

Prepared for the Developmental Services
Human Resource Strategy Steering Committee

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BACKGROUND

On September 9, 2004 the Ministry of Community and Social Services (MCSS) announced a process to transform services for people with developmental disabilities. The goal of transformation is to create an accessible, fair and sustainable system of community-based supports. A transformed system requires a comprehensive human resource strategy that will contribute to sector stability in the future and will position developmental services as a worthwhile career choice.

An Expert Panel on Training, with broad developmental services stakeholder representation, held six meetings in 2007 and provided recommendations to the MCSS on competencies, training and career paths for developmental services agency staff. Also in 2007, an external consultant, Deloitte, was engaged to conduct primary research on training, recruitment and retention. In 2008, the Developmental Services Human Resource Strategy (DSHRS) initiative was launched as a partnership between the MCSS and the Provincial Network on Developmental Services. As part of the strategy six subcommittees were established:

- Agency-Based Training;
- Core Competencies;
- Shared Interests;
- Program Standards;
- Awareness and Marketing; and
- Best HR Practices.

The Awareness and Marketing Subcommittee was given the mandate to develop plans and strategies to increase the pool of developmental services professionals and to improve awareness of career opportunities within the sector. The work of this subcommittee took into consideration the geographical and diversity-related idiosyncrasies unique to the agencies represented in this sector. The awareness and marketing plan is to be consistent with the vision, principles, and objectives of the developmental services transformation, including citizenship, fairness and equity, accessibility and portability, safety and security, accountability and sustainability.

The subcommittee has been meeting since September 2008. From the outset the subcommittee members identified the following three “deliverables”:

1. A strategy for a developmental services marketing campaign to promote career paths and career opportunities within the developmental services sector;
2. Recommendations for recruitment beyond Ontario's borders and recognition of foreign-trained professionals; and
3. Recommendations for common developmental services language.

Initially, the subcommittee spent a great deal of time studying the current environment with respect to the existing awareness and marketing efforts within the sector. (Results from this work is found in the section of this report called, *Awareness and Marketing in Ontario's Developmental Services Sector - A Review of the Current Climate*.) This process included an analysis of the strengths, weaknesses, opportunities, and threats (“SWOT”) in attracting people to work in the sector, and a literature review of recruitment and retention efforts in other provinces and countries. This SWOT review also identified specific recommendations to guide awareness campaigns and recruitment efforts aimed at new Canadians.

There is also a section of this report called *History of Services for Persons with Developmental Disabilities in Ontario*. This historical review provided additional context for the subcommittee's work in the area of awareness and marketing by documenting how the developmental services sector has evolved over the years.

Through its research, the subcommittee discovered that the developmental services sector has a very low-profile in the community-at-large and that there is little knowledge of the career opportunities that exist in the sector. It was discovered that many people do not even consider a career in developmental services simply because they do not know what a developmental services employee does. The subcommittee also noted that the sector, as a whole, has suffered from an "image problem" given that the area of developmental services has traditionally not been perceived as being a professional field.

At the same time, the subcommittee found that there are many positive aspects of working in the developmental services sector which could be utilized to attract people to the field. Those working in the field found it to be very rewarding and personally satisfying. In addition, the field offers flexible, stable employment and competitive salaries.

The subcommittee believes that by creating more awareness of the opportunities that exist in the sector, and establishing a consistent, professional image of the developmental services field that it is possible to attract young people, recent graduates, individuals seeking a second career, and new immigrants to the sector.

Based on the background information collected, the subcommittee developed a strategic communications plan which identified target audiences, communication tools, and key messages for a marketing campaign. The services of a professional marketing firm were engaged to assist the subcommittee in implementing this plan. Through a competitive process, the subcommittee selected PGE Propel, a Toronto-based firm with extensive experience working with developmental service agencies, non-profit organizations, and large corporations. The subcommittee was particularly impressed by PGE's previous work in developing online, downloadable marketing tools which can be customized by agencies for their own local use.

The subcommittee has worked with PGE Propel for over a year now to establish key messages and creative materials aimed at attracting people to work in the developmental service sector.

CURRENT INITIATIVE

With the guidance of the subcommittee, including input from focus groups, PGE Propel has developed several marketing tools which are geared towards professionalizing the sector, as well as attracting people who have the core competencies required to be a developmental services professional. These marketing tools include brochures, posters and print advertisements. These tools have been tested with groups both within and outside the developmental service sector and have received an extremely positive response for being professional, attractive and compelling. (A summary of the steps involved in rolling out this initiative can be found in the section of this report called, *Awareness and Marketing Subcommittee – Final Recommendations*.)

The resulting advertising and marketing campaign addresses all three of the subcommittee's deliverables in that it promotes the sector as a viable career path while at the same time, appealing to those with the essential core competencies to work in this field. The campaign was

developed in such a way that it would attract people from all the target groups (e.g., youth, new immigrants) by profiling existing developmental service professionals from all age groups and multicultural backgrounds. Included in the marketing campaign is a Developmental Human Resource Strategy (DSHRS) website (www.ontariodevelopmentalservices.ca) from which agencies can access the marketing tools for their own use.

The website incorporates language and terminology that is consistent with that being used by the MCSS and the other subcommittees working on various areas of the DSHRS. This use of consistent wording and terminology is seen as an important part of presenting a uniform message on behalf of the sector while reducing the likelihood of confusion and contradiction on the part of the intended audience. (See Appendix D, *Developmental Services Human Resource Strategy - Glossary of Terms* for a list of common words and phrases used as part of this initiative.)

Agencies will be able to access the new provincial marketing tools through a portal from the introductory or "splash" page of the website that provides visitors with information about the DSHRS. There will be a member log-in section on this page for agencies to access the online materials.

Once inside the members section, agencies will have access to all the marketing materials which have been created by the professional marketing company. Agencies will have the flexibility of customizing these tools to include specific agency information and logos. Once customized, the materials may be downloaded free of charge and sent electronically to a local printing company or printed in-house by the agency. Agencies will also have the option of purchasing printed copies directly through PGE Propel at their volume rates.

In addition to the website, PGE Propel developed a number of promotional videos for use on such social media sites as YouTube. These videos feature a number of developmental services professionals who describe the work they do and the reason why they entered this field. This video series is designed to reach both the English and French language audiences.

A particularly exciting part of this marketing project was the opportunity to actively involve people who currently work in the developmental services sector. Developmental services professionals throughout the province were invited to submit a video or picture of themselves and to highlight why they chose a career in this field. PGE Propel reviewed the submissions and selected the final group of "models" who would be featured in the videos and other promotional materials.

This awareness and marketing campaign has great potential for creating a professional brand for the developmental services sector through the consistency of message and long-term brand recognition.

While the Marketing and Awareness Subcommittee has put much time and effort into this initiative, its success now lies with the individual developmental services agencies that will be responsible for adopting the materials and using them in their own communities to further promote the sector and the employment opportunities available in this exciting and rewarding field.

REVIEW OF CURRENT CLIMATE

Introduction

Attracting and retaining qualified staff is a significant issue for many employers in a competitive labour market. Various industries and sectors vie for the attention of potential employees who will make a real difference in a particular business or organization. In recent years, it has been particularly challenging for employers within the developmental services sector to find, hire, and keep staff who have the interest and ability to be successful in this demanding but rewarding field. One factor which appears to be contributing to this challenge is the lack of awareness among the general population (and, hence, potential employees) of the career and employment opportunities that exist within the developmental services in Ontario.

Before embarking on a new awareness and marketing campaign to promote employment in this field it would be advisable to gain an understanding of where things stand currently with respect to awareness and marketing efforts in the developmental services (DS) sector in Ontario. The purpose of this paper is to provide a summary of the current environment as it relates to awareness and marketing activities in the DS sector. This initial assessment will serve as a useful reference point to inform future awareness and marketing efforts.

Background

On September 9, 2004 the Ministry of Community and Social Services (MCSS) announced a process to transform services for people with developmental disabilities. The goal of transformation is to create an accessible, fair and sustainable system of community-based supports. A transformed system requires a comprehensive human resource strategy that will contribute to sector stability in the future and will position developmental services as a worthwhile career choice.

An Expert Panel on Training, with broad developmental services stakeholder representation, held six meetings in 2007 and provided recommendations to the MCSS on competencies, training and career paths for developmental services agency staff. Also in 2007, an external consultant, Deloitte, was engaged to conduct primary research on training, recruitment and retention. In 2008, the Developmental Services Human Resource Strategy (DSHRS) initiative was launched as a partnership between the MCSS and the Provincial Network on Developmental Services. As part of the strategy six subcommittees were established:

- Agency-Based Training;
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The Awareness and Marketing Subcommittee was given the mandate to develop plans and strategies to increase the pool of developmental services professionals and to improve awareness of career opportunities within the sector. The work of this subcommittee took into consideration the geographical and diversity-related idiosyncrasies unique to the agencies represented in this sector. The awareness and marketing plan is to be consistent with the vision, principles, and objectives of the developmental services transformation, including

citizenship, fairness and equity, accessibility and portability, safety and security, accountability and sustainability.

The first “deliverable” of this subcommittee is to provide a summary of the current environment with respect to the existing awareness and marketing efforts in the Ontario’s Developmental Services sector. This paper will reflect the information gathered by the subcommittee to meet this first objective. The resources used for the research portion for this project are listed at the end of this report.

Summary of the SWOT Analysis

The subcommittee spent a considerable amount of time reviewing the current strengths, weaknesses, opportunities and threats (SWOT) related to awareness and marketing efforts in the developmental services sector. The following discussion of this SWOT analysis provides a useful framework for presenting the subcommittee’s finding with respect to the present awareness and marking climate the sector finds itself in.

The Strengths of the Sector

There are number of characteristics of the developmental services sector that support the awareness and marketing of this field and that would be appealing to those considering a career in this line of work.

Employment in the developmental services can provide for a flexible schedule in that the nature of continual support creates opportunities for work in all shifts (e.g., days, afternoons, evenings, and nights). Many agencies also have policies to accommodate job sharing, secondment opportunities, and self-funded leaves all of which create even more flexible work options.

There are continual opportunities for professionals to grow in this field. The subcommittee noted that, given the diverse roles and jobs, there are opportunities for various career paths including lateral and horizontal moves into new roles. At the March 2008 forum, it was emphasized that some agencies offer scholarships, summer employment, as well as educational and leadership opportunities. Given the ever-changing needs and support requirements of people receiving support, employees often have the opportunity to expand their knowledge and skills by working independently with different professionals. The skills that an employee obtains at one agency are often portable. This transferability of skills is something that facilitates working with other agencies or in other helping professions. The subcommittee stressed that there are continual opportunities to develop new skills. In addition, knowing that every day is different, could attract prospective employees to the field.

There are intrinsic rewards that are also inherent in a DS role; there is personal reward and satisfaction for those employed in this field. The subcommittee members observed that working in the sector can be challenging and rewarding, as well as fun. They also noted that working in the field often means working as part of a caring team, where input and opinions are often highly valued. In addition, the developmental services sector is perceived as being a noble field where employees have the opportunity to make a difference.

Recently, there has been increased collaboration among stakeholders and enhanced opportunities for partnerships with the private sector and with other ministries. The trend toward greater cooperation should be considered as a “strength” when going forward with an awareness and marketing campaign.

Potential Weaknesses in the Sector

There are a number of potential weaknesses that impact on the developmental services sector's ability to promote career opportunities and to attract staff to this field.

According to the research contained in the Deloitte report for the MCSS called *Improving Training, Recruitment, and Retention in Ontario's Developmental Services Sector, 2007*, the developmental services sector in Ontario has a low profile. It is important to emphasize that this is not a "negative" profile. This research also found that there is little understanding of what a developmental services worker does and that this limited understanding is reinforced by the inconsistent use of job titles. Furthermore, Deloitte's research indicates that reactions to a career in the DS sector are often considered demeaning by those working in this field.

The subcommittee indicated that the external perception that developmental services are not a "professional" field may deter people from considering a career in this area. The subcommittee did concede, however, that those working in this sector may not always reflect professionalism in the manner of speaking and/or dress. They further noted that challenges around inclusion, stigma and community acceptance may all be weaknesses to be addressed in an awareness and marketing campaign. The public perception of the profession may not be accurate in that society often still portrays work in the developmental services as "taking care of people" rather than, the more accurate view of supporting people using individualized approaches.

As part of this project, the subcommittee consulted with a representative from a multicultural centre to discuss the issues relevant to attracting new Canadians and foreign workers to career opportunities in the developmental services field. (A summary of the subcommittee's research in this area can be found in Appendices B and C of this report.) This research indicated that our sector is largely unknown to many immigrants, particularly given the disparity in the way services for persons with a developmental disability are viewed and delivered around the world. While nursing homes and hospitals are a common target for newcomers with personal support worker skills/education, the developmental services sector is not even on their radar. The representative from the multicultural centre also mentioned that attempting to market outside of Ontario would likely prove to be a waste of money and effort as the target market is simply too broad.

Beyond the low profile of jobs in the developmental services field, the positions that people are being recruited into are not always appealing. Deloitte found that new entrants to this sector face an insecure future. For example, only 16% of respondents believe there is a clear career path in developmental services. In addition, because there are often insufficient developmental services workers to fill vacancies, agencies will look to candidates without those qualifications.

The subcommittee members also identified other aspects of developmental services jobs that would deter people from choosing to work in this field including:

- Perceived difference in wages between the DS and other sectors such as healthcare (i.e., lower pay in the DS sector);
- The need to work multiple part-time jobs, often without benefits, in order to gain a meaningful income;
- Shift work;
- High levels of job stress;
- Limited resources available;

- Increased paperwork requirements; and
- Potential workplace hazards such as those related to lifting, heavy physical demands, and aggressive behaviours.

In addition, the lack of effective recruitment evaluation methods may impact the sector's ability to track the effectiveness of their recruitment strategies. Deloitte found that, while developmental services agencies appear to be using a variety of recruitment techniques to advertise available positions, there is limited tracking of the comparative effectiveness of these different methods. At the March 2008 forum it was also noted that there appears to be a lack of reliable demographic recruitment data which, in turn, hampers the ability to assess and determine the best areas to attract new staff from.

Another important observation that came out of the March 2008 forum was that the developmental services sector has traditionally not been in the "marketing business" and that this may account for the lack of promotion of the developmental services sector and Developmental Services Worker (DSW) educational programs. The subcommittee noted that there are different recruiting strategies within the sector that may also be a weakness. The declining enrolment in DSW programs and re-direction of developmental services worker graduates into other sectors may reflect the lack of positive marketing.

The Potential Opportunities in the Sector

The Awareness and Marketing Subcommittee also uncovered some opportunities that are available to the developmental services sector when it comes to raising awareness and promoting careers in this field.

A survey conducted in 2007/2008 by the Developmental Services Special Interest Group of the Ontario Association on Developmental Disabilities (OADD) received responses from 590 DSW students in Ontario colleges. From the survey results, the Special Interest Group gleaned some major themes regarding what motivated students to enter a DSW program. The research emphasizes that professions in the DS field offer opportunities to:

- Make a difference in the lives of others;
- Gain significant personal satisfaction;
- Learn and use specialized skills and knowledge;
- Help people with a variety of special needs and abilities to have better lives; and
- Become employed in a variety of ways.

Given the feedback from this survey, the Special Interest Group concluded that it is crucial to develop information packages that clearly describe the profession and highlight the advantages of working in this field.

This feedback from DSW students is in alignment with some of the generally accepted characteristics found in the new generation of young people entering the workforce. The Awareness and Marketing Subcommittee noted the importance of the "humanitarian" drive that appears to be prevalent among members of the millennial generation. The perception that it is "cool" to work in human services opens the door to promote the message that a career in the developmental services field presents a different type of job that is supportive of cultural and personal diversity while offering a secure future.

The subcommittee also indicated that the view of this profession can be enhanced by gathering and disseminating positive stories from people currently working in the field and from people receiving services. People who already work in the field can act as valuable spokespeople for the profession if the opportunities for them to promote the profession are maximized. The subcommittee also stressed the importance of making people, already working in the field, aware of DSW programs.

The subcommittee identified various segments of the population as the “target audience” for information about DSW education and professions in this sector. (This list of target groups from the Awareness and Marketing Subcommittee is attached as Appendix B.) The Deloitte research indicated that, given current demographic trends which are creating shortages of potential employees from the traditional workforce, some organizations are looking to non-traditional segments of the population to fill staffing needs.

The subcommittee’s consultation with a multicultural centre/settlement agency highlighted opportunities that exist when it come to recruiting persons from culturally-diverse groups. (Please refer to Appendix C for more details on this.) While the developmental services sector was largely unknown to this particular settlement agency, it was noted that the relative “portability” of the job skills attained while working in the DS sector is attractive to newcomers who may spend time in one city before permanently locating elsewhere. Steady, recession-proof work with a lot of flexibility in hours in a welcoming environment would also be key selling features to attract recent immigrants to this field.

The Ontario Council of Agencies Serving Immigrants (OCASI) which represents 185 settlement agencies in Ontario would be a logical starting point for the sector’s attempts to reach new Canadians. One of the settlement centre’s prime functions is to help newcomers, many of whom have valuable skills/education from their country of origin, find work. Marketing through settlement agencies provides the developmental services sector with instant credibility as these organizations are seen as legitimate to newcomers. An awareness strategy could, for instance, include resources such as a five-minute promotional video that could be accessed through links on OCASI member websites. These connections with settlement centres would not only serve as a means of marketing the field, but also aid in pre-qualifying candidates. The challenge of assessing the educational qualifications of foreign-trained candidates could be addressed by making use of resources such as World Education Services (WES). (WES is a not-for-profit organization with over 30 years’ experience evaluating international credentials.)

Deloitte’s report also included research regarding strategies that have been used in other jurisdictions. The Alberta Council on Disability Services uses branding, marketing and professionalizing the sector as top strategies to support agencies in recruiting talent. In Australia, the National Disability Administrators are working to position the sector as an “industry of choice” to effectively compete within the broader human services context. The UK established a program called *Options for Excellence* to ensure that the UK has a highly-skilled, valued, and accountable social care workforce. A key element of the program is to achieve a positive public perception, so social care workers receive recognition for the work they do.

It is important to highlight the importance of the DSHRS which represents the collaboration between the sector and government (MCSS) with the goal of professionalizing the developmental services field. This partnership demonstrates the will to make changes. This high-profile agency-government initiative along with some recent increases in government funding for wages are also seen as opportunities for positive promotion of the sector.

Other changes in the developmental services environment such as those related to DS transformation” (including facility closures), the DSW Apprenticeship Program, and the Passport Initiative are all indicators that the sector is progressing, growing, changing and gaining in profile. Even given these strong collaborative initiatives, it is still important for individual agencies to seize opportunities to make an impact and raise awareness within their own communities.

Recognizing Threats to the Sector

The Awareness and Marketing Subcommittee identified some threats that exist with respect to the sector’s attempts to move forward with awareness and marketing initiatives.

There is the potential that some individual members of the sector will be motivated to protect what they currently have or have done to date and, therefore, be reluctant to move forward with more sector-wide initiatives.

The following were seen as other potential threats to awareness and marketing initiatives in this sector:

- A burn-out factor among staff;
- Long waiting lists for service;
- Continuity of support requirements (e.g., the changing needs of the people supported are not always accompanied by the required resources); and
- Threats to agency stability (e.g., budget concerns) which could affect the ability of agencies to move forward.

It was also noted that the move to individualized funding could present a threat in that there is the potential for private sector (i.e. for-profit) agencies to enter this field and pay lower wages for less qualified staff. The concern is that “consumers” will be enticed by the perception that their individualized funding dollars will purchase more hours of service, without understanding that the less-expensive price comes at the cost of having poorer quality service.

The subcommittee acknowledged the importance of responding to the specific needs that the different generations represented in the workforce have and that there is a corresponding threat if the sector fails to address the unique requirements of these demographic groups. The subcommittee also noted that similar “threats” exist with respect to the other target groups identified. For example, a failure to respond with a culture of diversity and understanding towards those new to Canada would be detrimental to the sector’s attempts to reach out to this segment of the workforce.

Moving Forward

The information presented above represents a summary of the material and knowledge gathered to date by the Awareness and Marketing Subcommittee in its effort to describe the current environment as it relates to awareness and marketing activities in the developmental services sector. The subcommittee used this information to form their proposal for funding an Awareness and Marketing campaign presented to the DSHRS Steering Committee in June 2009.

Sources

1. Awareness and Marketing Meeting Notes/Minutes: Awareness and Marketing Meeting on September 30th 2008, (Members completed a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of the landscape.)
2. Expert Panel on Training for Developmental Services – Final report, 2007
3. (A) History of Services for Persons with Developmental Disabilities in Ontario, compiled by a committee member representing MCSS.
4. Improving Training, Recruitment, and Retention in Ontario's Developmental Services Sector; for the Ministry of Community and Social Services, Final Report, Deloitte & Touche LLP and all affiliated entities. May 23, 2007, Ontario
5. Marketing –Summary of Discussions, HR Strategy Forum, March 2008
6. National Disability Administrators Investigation into disability workforce capacity issues research report; KPMG, April 2006, Australia
7. Options for Excellence: Building the Social Care Workforce of the Future, Department of Health (DH), United Kingdom, 2006)
8. (The) Profession that Makes a Difference: Report on Developmental Services Worker Program Survey, Jo Anne Nugent, Co-Chair Developmental Service Special Interest Group, date unknown
9. Submission to the Awareness and Marketing Subcommittee - September 15, 2009 by Andrew Lewis (*Summary of information gathered in meeting with the Executive Director of the Welland Heritage Council and Multicultural Centre*)

HISTORY OF SERVICES FOR PERSONS WITH DEVELOPMENTAL DISABILITIES IN ONTARIO

Ontario's early history of developmental services was focused entirely on segregated care in large institutional settings. The first institution for those with a developmental disability was formally opened in Orillia in 1876. Supports were based on a medical model – individuals with a developmental disability were seen as needing treatment in order to ‘fit’ with society. Individuals were cast in the role of pupils (people in need of education) and patients (people in need of care), but not in the role of citizens.

However, by the late 1960s, the concept of “normalizing” the lives of people who have a developmental disability, and the move to integration into the general community, was gaining worldwide favour.

Many of the agencies that provide supports and services to individuals and families of people who have a developmental disability today can trace their roots to the community living movement originally started by parents in the mid-1950s to integrate their family members more fully in the community. This has resulted in a tremendous sense of family ownership in the system.

By the mid-1970s, Ontario had 19 Schedule 1 (government-operated) facilities. While institutions in Ontario have provided care to adults only since the late 1980s, they originally housed both children and adults.

The Emergence of the Social Services Model of Support

The 1971 Williston Report

In 1971, the document *Present Arrangements for the Care and Supervision of Mentally Retarded Persons in Ontario: A Report to the Minister of Health* by Walter Williston (the "Williston Report") was commissioned by the Ministry of Health. The report undertook a review of the care provided to individuals with a developmental disability and provided recommendations regarding both government's and the public's responsibility for their care.

The report recommended that institutions be phased out as quickly as possible with residential supports being provided in the community settings equivalent to the size of other dwellings in the neighbourhood. The report recommended that the supports provided through community agencies be "integrated with and closely associated with educational, recreational, and commercial facilities in that particular area" and "are able to draw on the professional resources of the communities in which they are centered."

The 1973 Welch Paper

In 1973, the Honourable Robert Welch, the Ontario Secretary for Social Development, published *Community Living for the Mentally Retarded in Ontario: A New Policy Focus*. The Welch Paper was a public consultation paper which introduced a new policy focus for the delivery of services based on the concept of community living.

The Welch Paper recommended that, wherever possible, community-based services should be provided as an alternative to institutionalization. Welch noted that the recommendations contained in the paper were based on studies published in Canada and abroad that indicated the issues facing individuals with a developmental disability are primarily of a social nature

rather than medical in nature and that segregation in isolated institutions was neither an adequate nor suitable form of care.

One of the observations in the Welch Paper was that while many individuals with a developmental disability require supportive environments due to their high needs, the level of support does not necessarily imply or demand segregated services (e.g. institutions).

The Welch Paper set out four recommendations:

1. Guardianship and protective services should be developed in the community;
2. Residential care resources should be reallocated from institutions to the community;
3. Policies should be developed to integrate employment opportunities for individuals with a developmental disability with mainstream society; and
4. Coordinating mechanisms should be established at both local and provincial levels so that a wide range of services are available.

The 1974 Developmental Services Act

In 1974, the new *Development Services Act* transferred responsibility for services for people with a developmental disability from the Ministry of Health to the Ministry of Community and Social Services (MCSS).

By 1975, a limited number of residential, daycare and workshop programs had developed and were available in community-based settings. They predominantly consisted of group homes, segregated employment related activities and other segregated day activities specifically for individuals with a developmental disability.

1977 – 2004: Deinstitutionalization Era - Downsizing and Closure

In 1977, the MCSS implemented the first of five multi-year plans (1977, 1982, 1987, 1996 and 2004) to provide community living opportunities for individuals with a developmental disability residing in government-operated facilities. The second multi-year plan began in 1982. During the course of the first two multi-year plans, between 1977 and 1986, a total of five facilities closed and the number of residents in others decreased.

The focus of program development during this time period was to enhance the extent of community living opportunities available for people with a developmental disability. Of particular importance during this period was the introduction of programs aimed at improving supports available to families and at promoting as much individual independence as possible.

New investments in the community-based service system during this period included:

1. **Residential supports:** developmental programming and support services were introduced in 1981 through the Tri-Ministry Program (the ministries responsible for health, education and social services) for individuals with a developmental disability living in nursing homes funded by the Ministry of Health.
2. **Supports for families/caregivers:** the Special Services at Home Program (SSAH) was introduced in 1982 to help children with a developmental disability live at home with their

families. The program was expanded to include adults with a developmental disability and children with a physical disability in 1990.

3. **Community participation supports:** increase in day programs focused on enhancing independent living skills (e.g. life skills programs); and client advocacy, case management and counseling supports and services for individuals with a developmental disability needing support to live independently in the community were introduced (Adult Protective Services).

1987-1994: Challenges and Opportunities

Now into the third multi-year plan, in 1987, the MCSS published *Challenges and Opportunities: Community Living for People with Developmental Handicaps*, which set out the government's strategic plan for the next seven years as part of its long-term plan to:

1. Establish a comprehensive community service system in which all individuals with a developmental disability would have the opportunity to live with their own families, or live independently in supported living situations or group homes, and receive a full range of supports to maintain them in these settings; and
2. Phase-out institutional care on a planned basis.

The plan included the closure of five facilities over the following seven years and a commitment to close all remaining provincially-operated facilities within 25 years. The plan to close all facilities was based on the increasing ability of the community-based system to respond to the needs of individuals and the resulting decline in demand for institutional-based living. During the implementation of the plan outlined by *Challenges and Opportunities*, a zero-admission philosophy became practice for the institutions.

Challenges and Opportunities established four service principles to guide future community-based service development:

1. **Promotion of independence:** individuals with a developmental disability should have access to a range of age-appropriate services that provide the opportunity to live with family or in their own community and offer maximum opportunities for self direction;
2. **Protection:** individuals with a developmental disability should have access to programs with appropriate supervision and staffing and access to advocates, guardians and appeal processes so that their concerns are voiced and considered;
3. **Individual attention:** services should be flexible and individually tailored to the individual's needs; and
4. **Quality programs:** programs for individuals with a developmental disability should be operated with effective case management practices, effectively managed at the community level, and should be flexible, with the phase-out of out-dated programs and the introduction of new models as required.

Investments during the 1987-1994 multi-year plan were directed at developing a comprehensive community-based service system.

New investments in the community-based service system during this period included:

1. **Residential supports:** the range of community-based accommodation was enhanced through the development of Supported Individual Living arrangements (where individuals typically live on their own or with another person and receive appropriate support with daily living activities from a community-based agency), and "Family home" opportunities, where individuals reside with a "host family" who receives payment from a community-based agency in return for their support with daily living activities.
2. **Supports for families/caregivers:** development of in- and out-of-home respite programs; increased funding for families caring for children and adult children at home (the SSAH).
3. **Community participation supports:** opportunities for individuals to participate more fully in the community were developed through employment supports, such as the development of integrated training and employment programs.
4. **Developmental clinical supports:** individuals and families were provided with increased supports to address specific disability-related issues through the development of infant development and behaviour management programs.

Challenges and Opportunities also focused on increasing the community's capacity to provide residential supports, community participation supports and the necessary developmental clinical supports for individuals with exceptional care requirements. Many of these individuals were residing in nursing homes at the time but these settings were not age appropriate. The plan outlined in *Challenges and Opportunities* included the development of the necessary community-based services for these individuals to be supported by community-based agencies.

1996 – 2000: Community Living Initiative

Ushering in the fourth multi-year plan, on July 23, 1996, the MCSS announced a four-year community living initiative to move 978 people with a developmental disability from facilities into the community. As planned, by 2000, three Schedule 1 facilities were closed and resident numbers were reduced at the three remaining institutions.

New investments in the community-based service system during this period included:

1. **Residential supports:** investment in a range of community living options to support individuals moving from facilities, adults leaving the child welfare system, and those needing immediate care (e.g. adult children living with aging parents).
2. **Supports for families/caregivers:** investment in respite options for adult children living with aging parents and increased funding for families caring for children and adult children at home (SSAH).
3. **Community participation:** investment in day activity and community participation supports for individuals moving from facilities and adults leaving the child welfare system.
4. **Developmental clinical supports:** increased behaviour management and other assessment and treatment services and supports available to meet the needs of

individuals living in the community by moving clinical support teams from facilities to the community.

2000 - 2004 Expansion and Enhancement of Community Supports

In fall of 2000, the Ministry of Community and Social Services met with nine provincial organizations and more than 600 service providers, individuals and their family members and advocates to identify priority areas that were addressed in the 2001 multi-year plan. The 2001 multi-year plan included a commitment to plan for the closure of the remaining facilities.

The 2001 multi-year plan focused on enhancing services and supports in the community for people with a developmental disability and their families and on recruiting and retaining quality workers in developmental services agencies. The goal of the plan was for people with a developmental disability to participate as fully as possible in community life. The plan focused on adult children of aging parents; transitional-aged youth, including those leaving the child welfare system; and individuals with changing, multiple and complex needs.

Investments during the 2001 multi-year plan focused on four of the five key areas of investment in the community-based service system:

1. **Residential supports:** the addition of 500 new community accommodation spaces across the continuum of residential supports (group home, individual living supports, and associate living arrangements).
2. **Supports for families/caregivers:** increased funding for families caring for children and adult children at home (SSAH); increased access to out-of-home respite for individuals.
3. **Community participation supports:** increased funding and access to programs that provide support to individuals to participate in meaningful daytime activities.
4. **Health and safety issues:** all community-based agencies' base budgets were increased to enhance the stability and capacity of the community-based agencies by addressing wage discrepancies in the sector, and providing access to training to help attract and maintain quality staff.

2005– 2009: Citizenship and Full Inclusion

On September 9, 2004 the Ministry of Community and Social Services announced that it would work with stakeholders to transform the community-based developmental services system to better meet the needs of individuals and families.

Part of the transformation included phasing out operations at the three remaining institutions for adults with a developmental disability by March 31, 2009 (the Facilities Initiative). These closures would complete the move from an institutional-based service system to a community-based system that promotes inclusion, independence and choice.

Strengthening the Foundation of Community-Based Services

To support the transformation, the MCSS consulted with individuals, families, and community organizations.

The MCSS sought input from stakeholders on strengthening the foundation of the community-based service system. In particular:

1. The Ministry created a Joint Developmental Services Sector Partnership Table, with representation from associations of self-advocates and families, service-provider associations, the Ministry of Community and Social Services, and the Ministry of Children and Youth Services.
2. The Ministry held six policy forums on key topics related to the strengthening of community-based services: Specialized Resources, Residential Options, Citizenship and Advocacy, Quality Assurance, Funding Approaches, and Strengthening and Supporting Families. The forums were attended by approximately 1,000 people, including individuals, families of individuals currently living in the community and in the remaining facilities, service providers and experts.
3. The Ministry held 10 meetings between the Parliamentary Assistant (Disabilities) to the Minister of Community and Social Services and individuals and families across the Province to hear thoughts, ideas, and concerns about developmental services.
4. In May 2006, the Ministry released the document *Opportunities and Action: Transforming Supports in Ontario for People Who Have a Developmental Disability*. The document drew on 18 months of consultation with individuals, families and agencies and outlined the directions the Ministry intended to move in while transforming developmental services. The document had two purposes:
 1. To introduce the new direction for the delivery of funding and supports based on the advice from stakeholders; and
 2. To give anyone with an interest in the deliver and funding of supports to people with a developmental disability an opportunity to share comments, and ideas about the best ways to implement the strategy.

Investments to Strengthen the Foundation of the Community-Based System

Since January 2004, the Ministry has initiated or announced new programs and new funding to support the transformation of the community-based developmental services system. New investments in the community-based service system include:

1. **Residential supports:** funding to provide supports for individuals who need immediate care including those leaving the child welfare system or who are living with aging parents. Expanding the continuum of community living options by building 390 new spaces for individuals who are currently residing in the community, including 90 specialized spaces. These spaces are over and above the residential spaces that will be created for people leaving the facilities.
2. **Supports for families/caregivers:** additional funding for families caring for children and adult children at home (SSAH).
3. **Community participation supports:** additional funding for the new Passport Program that provides programs for individuals who have recently left the educational system. Funding for day activities and community participation supports and services for

individuals moving to the community from the remaining facilities.

4. **Developmental specialized supports:** two video-conferencing pilot projects that serve adults living in south-western Ontario and 46 remote north-western communities who have a developmental disability and co-existing mental health issue(s) and/or challenging behaviour. The pilots provide both specialized supports and training to family members/caregivers, agency staff, local professionals and students to enhance their ability to support individuals with specialized needs.
5. **Health and safety:** additional base funding for agencies to strengthen staffing, to cover costs related to agency operations or make their residences more secure and one-time funding for agencies for health and safety, security renovations and/or minor repairs.
6. **Wage funding:** In 2007/08 and 2008/09, the Ministry provided funding specifically to increase wages of workers in developmental services sector and help agencies to continue to attract and retain staff.
7. **Base increases:** In 2007/08 and 2008/09, the Ministry provided funding to increase agency base budgets to help with operational costs.

In 2008/09, the total budget for Developmental Services is over \$1.5B with the estimated budget for 2010/11 being in the range of \$1.66 B.

By March 2009, all individuals with a developmental disability in Ontario are to reside in community-based settings and will have access to appropriate services and supports to enable them to live and participate in the community.

In September 2008, new legislation was passed to replace Ontario's 35-year-old Developmental Services Act. It received Royal Assent in October 2008, making it a new Act. The *Services and Supports to Promote the Social Inclusion of Persons with Developmental Disabilities Act, 2008* will help people with a developmental disability to receive the appropriate mix of services and supports to participate more fully in their communities. The Act is designed to help build a modern developmental services system that reflects the fact that people live in and are an integral part of communities.

AWARENESS AND MARKETING SUBCOMMITTEE – FINAL RECOMMENDATIONS

Recommendation	Action	Centres of Activity	Target dates
Launch the Awareness and Marketing campaign, including the DSHRS website and the Facebook page and YouTube videos	<ul style="list-style-type: none"> • Have a launch specific to the marketing campaign, including a panel discussion with best HR practices as determined by the Best HR Practices Subcommittee or other information about awareness and marketing. • Launch the campaign at a DSHRS forum (or conference, etc.). 	CLO	June 2011
Maintain the content on the DSHRS website and keep it “alive”	<ul style="list-style-type: none"> • Contract with a DS agency with the ability to maintain the website and the information posted on social media. • Establish a small group that will be in charge of maintaining the content on the website, keeping the site up-to-date and serve as the liaison with the agency. 	Agency	On-going
Test the DSHRS website	<ul style="list-style-type: none"> • Have a variety of groups internal and external to the sector (e.g., agencies, and community members) view the website prior to launch and follow-up with a survey (e.g., using survey monkey). 	Awareness and Marketing Subcommittee	April 2011

Promote the DSHRS website to the sector as an opportunity to increase awareness of the sector and as place to post employment opportunities	<ul style="list-style-type: none"> • Ensure that the website address is promoted at any conferences through presentations, poster boards etc.. • Inform all DS agencies about the opportunities offered by the website (using DSHRS e-mail, newsletters, etc.). 	PN, CLO, OASIS	2011
Engage colleges to promote the relevant educational opportunities available	<ul style="list-style-type: none"> • Develop a strategy to engage colleges. • Include awards and bursaries. • Meet with college representatives. 	College coordinators	May 2011
Develop a strategy to work with different organizations to promote the DSHRS	<ul style="list-style-type: none"> • Work with settlement organizations to promote awareness of employment in the sector. • Determine other organizations that assist with promoting career opportunities and share information with them. 	Task group	2011
Develop a strategy to explore opportunities to heighten the profile of the DSW career	<ul style="list-style-type: none"> • Determine how to increase exposure of campaign in the way that other skilled trades have had exposure. 	Task group	2011
Keep the Awareness and Marketing campaign alive	<ul style="list-style-type: none"> • Establish a small group that will continue to monitor the marketing campaign and review the content and champion the DSHRS website. 	Task group	Ongoing
Acknowledge the developmental service professionals who have supported the campaign at launch	<ul style="list-style-type: none"> • Provide the “models” with a framed copy of the material they are in. 		June 2011

APPENDIX A

Members of the Awareness and Marketing Subcommittee*

Ann Bilodeau (Chair): Executive Director
KW Habilitation Services

Rachel Blum: HR Manager
Norfolk Association for Community Living

Terri Gray: Director of Operations
Community Living Oshawa Clarington

Karen Bell: Manager of Public Relations
Community Living Toronto

Rozalyn Werner- Arcé: Director of Marketing and Communications
Community Living Ontario

Lisa Holmes: Coordinator
Eastern Region Community Network of Specialized Care - Ongwanada

Brenda Randell: Human Resource Manager
Community Living Guelph

Doris George: Manager of Community Relations and Volunteer Services
Community Living Kawartha Lakes

Jocelyne Paul: Executive Director
Ottawa Carleton Lifeskills

Liz Sloan: Director of Human Resources
Community Living Cambridge

Andrew Lewis: CEO
Niagara Support Services/ Niagara Training & Employment Agency Inc

Michael Hull: Executive Director
Community Living Dryden-Sioux Lookout

Scott Abbiss: Senior Policy Advisor
Ministry of Community and Social Services

Holly Duff: Project Coordinator
Human Resource Strategy

* As at date of this report.

APPENDIX B

Identified Target Groups

Groups Identified by the Developmental Services Special Interest Group

- Respite workers
- High school students
- Special services at home workers
- Agencies providing developmental or related services
- Staff already working in the field who want to upgrade their skills
- Grade 8 students who are starting to realize that they want a career where they make a difference
- Guidance counsellors/ co-op placement teachers in the high school who are aware of students who want a career in which they help others
- Volunteers in developmental or related services
- Faith groups and other social service agencies.
- Families who have a member with a developmental disability

KPMG Report April 2006

- Former welfare recipients
- Men
- Displaced homemakers
- Volunteers in existing direct-care organizations
- Workers displaced from other industries
- Faith and community based organizations
- Displaced immigrants and other disadvantaged groups such as homeless people
- Career placement specialists, guidance counsellors, and post secondary educational program staff.
- Young people
- Older workers
- People with disabilities themselves
- Culturally and linguistically diverse populations
- Workers seeking a second career

Kenosha County Division on Aging Report

- Newly retired or recently widowed adults
- Retail or food service workers looking for more meaningful jobs
- Homemakers looking to be paid for their care giving skills
- College or high school students

From "Options for Excellence" (UK Department of Health Publication, Chapter 6)

- Black and minority ethnic communities
- Users and informal "carers" (i.e., care providers) who will already have gained expertise from their experiences of social care
- Grade 9 & 10 students to look to this field as a future career
- Career-changers and returners

Calgary and Edmonton Workforce Councils Collaborative Partnership, April, 2008

- Existing workers in the field
- Voluntary sector organizations
- Media to promote the sector
- Persons with disabilities
- Special interest groups
- Post secondary institutions with related programs
- Businesses
- General public
- New Canadians
- Seniors organizations
- Aboriginal persons
- Public schools / high schools

APPENDIX C

Awareness and Marketing Considerations with Respect to Foreign-Trained Workers and Recent Immigrants to Canada

*Submission to the Awareness and Marketing Subcommittee - September 15, 2009
by Andrew Lewis*

Overview

Andrew Lewis was charged with the task of collecting information on foreign-trained workers. Andrew met with Claire Masswohl, Executive Director of the Welland Heritage Council and Multicultural Centre. Claire has served the immigrant population for over 30 years, and is recognized as an expert in her field.

Discussion Feedback

The following information represents a summary of the main points offered for consideration:

Terminology and Language Considerations

- “Multi-cultural groups” could better be termed “culturally diverse groups.”
- Foreign-based or foreign-trained workers should be “internationally trained workers”.
- “ESL centers” should be “Multi-cultural Centers” (ESL being one of their services).
- We are advised to avoid extensive translation of materials into multiple languages. Even those directly in the settlement service sector have found this to be incredibly expensive and difficult to execute. (French excepted.)
- It is possible that the prudent use of small portions of translated material into multiple languages could prove beneficial in linking people to another source of additional information (e.g., a small advertisement in another language in a community newspaper directing them to English resources, such as our website).

Marketing Considerations

- Attempting to market at all potential employee groups outside of Ontario will likely prove to be good money after bad, and efforts may well be wasted. It is simply too broad a target.
- Emphasis on targeting parents as well as youth is not a significant issue.
- Our sector is largely unknown to the settlement agencies. Claire was amazed at the number of staff in our sector in Ontario and given the portability of the job, it may be well-suited to newcomers who may spend time in one city before permanently locating elsewhere.
- **The Ontario Council of Agencies Serving Immigrants (OCASI)** (see below), represents 185 settlement agencies in Ontario, and it is believed that this would be the most suitable entry point for the DS sector. One of the settlement center’s prime functions is to help newcomers find work, and many of them have valuable skills/education from their country. For contextual purposes, OCASI’s role should be considered similar to CLO, OASIS, etc.
- Marketing through the settlement centers provides the DS sector with instant credibility as these services are seen as legitimate to newcomers.
- Our sector is also largely unknown to many immigrants, particularly given the disparity in developmental services systems around the world. While nursing homes/hospitals are a common target for newcomers with PSW-type skills/education, our sector is not even on their radar.
- Determining qualifications and international equivalencies is best done for a fee through World Education Services (WES) of Toronto. (See below.)

- It was suggested that we focus our efforts on the settlement centers as a means of marketing the field and pre-qualifying candidates. Perhaps a resource such as a five-minute video that could be linked from all OCASI member websites to inform people about our field (steady, recession-proof work with a lot of flexibility in hours in a welcoming environment).

Relevant Resources/Organizations

The following organizations and services were identified as important resources to support awareness and marketing efforts geared towards attracting new Canadians to careers in the developmental services. *The following sections excerpted from OCASI and WES websites.*

- **The Ontario Council of Agencies Serving Immigrants (OCASI)**

OCASI was formed in 1978 to act as a collective voice for immigrant serving agencies and to coordinate responses to shared needs and concerns. OCASI is a registered charity governed by a volunteer board of directors. Its membership is comprised of more than 170 community-based organizations in the province of Ontario.

As a council of autonomous community-based agencies which serve the immigrant communities of Ontario, OCASI asserts the right of all persons to participate fully and equitably in the social, cultural, political and economic life of Ontario. OCASI acts as a collective voice for immigrant serving agencies and coordinates responses to shared needs and concerns. Our policy work involves consulting with our members and newcomers they serve.

We advocate for positive and accurate representation of immigrant and refugee issues in the media, in public debate and in political discourse. OCASI promotes access and anti-discrimination in health, housing, youth, employment and other key areas. We examine the impact that specific policies have on newcomers, including issues of access, social inclusion and discrimination.

- **Settlement.org**

Settlement.Org provides information newcomers can trust with information and resources to settle in Ontario, Canada. Since 1999, the Ontario Council of Agencies Serving Immigrants (OCASI) has been responsible for the ongoing development and maintenance of the Settlement.Org website. This includes the governance, web development, content development, and marketing planning of the site. Settlement.Org provides a dynamic space where visitors have round the clock access to relevant content as under topic such as Community & Recreation, Consumer Information, Education, Employment, Health, Housing, Immigration & Citizenship, and Legal Services.

- **WES – World Education Services (WES)**

Growing skills shortages mean real competitive advantage for employers hiring talented, internationally educated workers. Smart employers are identifying top talent from around the world by asking for credential evaluations as well as resumes.

World Education Services (WES) is the leading source of international education intelligence. WES is a not for profit organization with over 30 years' experience evaluating international credentials. WES provides more than 50,000 evaluations each year that are accepted by thousands of academic institutions, employers, licensing and certification boards and government agencies in the U.S. and Canada.

WES conducts extensive research on education systems and evaluation methodology, and prides itself on being a global network of accurate and up-to-date information on international higher education. In addition, WES staff is available to assist other organizations and institutions with their international education research needs. WES maintains a state-of-the-art credential evaluation database, known as AICES. This robust, world-leading resource:

- Provides data on 45,075 foreign academic institutions, 214 countries and jurisdictions, 19,776 credentials, and 1,541 grading scales; and
- Enables WES to more effectively fulfill its mission to serve foreign-educated individuals by providing high quality evaluations in a cost-effective manner.

APPENDIX D

Glossary of Terms

Agency-Based Training: training that agencies provide as part of their regular on-going training schedule.

Behaviour-Based Interviews (BBI): interviews with the purpose of identifying/eliciting the behaviours they have consistently been demonstrated in the past. This is the interview process used by agencies when hiring based on core competencies.

Career path: a series of natural job progressions. This is often used to identify roles an employee must assume in order to move ahead in an organization.

“Choose a Career with Meaning”/ “Make a difference everyday”: these phrases are taglines used in the awareness and marketing campaign for Ontario’s Developmental Services.

Competency Assessment Questionnaire: a document that employees and managers can use to assess an employee’s strengths in the competencies for his or her role.

Core Competencies: a set of behaviours demonstrated consistently by superior performers or the set of behaviours required for superior performance in a job role.

Core Competencies Committee: a subcommittee of the Developmental Service Human Resource Strategy (DSHRS). Its focus is the development and implementation of core competencies within the developmental services sector.

Core Competency Dictionary: Core Competency models are housed in an organizing structure called a “Core Competency Dictionary”. This document includes the Core Competency model, target levels for specific positions and examples of behaviours associated with the different levels of each Core Competency.

Core Competency model: a set of predefined developmental Core Competencies required to perform successfully in a specific position or role.

Course Outlines: a document used for agency-based training that indicates a course topic, learning outcomes and method of evaluation.

Development Resource Guide (DRG): a tool to support people in the development of Core Competencies. For each Core Competency, a Development Resource Guide provides a series of development activities/exercises, and recommendations of books to read and videos/movies to watch. It can be in hard copy or electronic format.

Developmental Service Human Resources Strategy (DSHRS): a partnership between the Provincial Network on Developmental Services, and the Ministry of Community and Social Services (MCSS).

Developmental Services Professional: Professionals working in Ontario’s Developmental Service Sector seek to provide a very high quality of service and support to people with developmental disabilities. Their work strives to promote and facilitate community inclusion, meaningful participation and full citizenship.

1. **Direct Support Employee:** provides direct support to people with developmental disabilities. These employees might work in one or more of the following settings: group living environments, agency-owned employment sites, and independent housing (i.e., private homes/residences).

2. **Direct Support Supervisor:** provides supervision for direct support employees, and have responsibility for a particular program. Their duties may include assisting in liaising with medical professionals and adapting support plans to reflect the changing needs of the people who receive support. These positions may include administrative duties such as scheduling.
3. **Specialized Support Employees:** provide a specialized support. These employees have the skill set of a direct support employee and have obtained additional and/or specialized support qualifications. Examples could include: case managers, intake coordinators, quality assurance personnel, special services at home coordinators, respite coordinators, adult protective service worker, and interveners related to Deaf Blind supports.
4. **Clinical Specialists:** Employees in this category may work in a consultation role or provide specific support guidelines for a number of people on their caseload related to a specific support need. This group includes nurses, speech and language pathologists, psychologists, and behaviour therapists.
5. **Managers and Directors:** Employees at this level have a significant role in managing resources, service delivery and strategic thinking for the agency. They often have responsibilities for departments within an agency. At larger agencies Directors have a great responsibility for the strategic operations of the agency.
6. **Executive Directors:** This person has the primary responsibility for the leadership of the agency and report directly to a Board of Directors.
7. **Administration:** This employee group includes personnel working in finance, human resources, information systems, legal services, property maintenance, clerical support, reception and general office administration.

Focus Group: a research technique used to gain information or test ideas. It involves the bringing together of a group of people for discussion and/or to be interviewed on a specific topic or related series of topics. The individuals usually have a key factor in common (e.g., demographic profile, workplace, interests, hobbies, etc.).

Hay Group: a global management consulting firm that worked with the DSHRS on the Core Competencies projects.

Mentor: a trusted employee who guides and trains another in an area in which the mentor has expertise.

Ontario Developmental Services: the term to capture the services provided by over 380 agencies funded by the Ministry of Community and Social Services (MCSS) to support adults with developmental disabilities in Ontario.

Pilot: a temporary test or trial for new ideas, theories, products, programs, processes, etc.. Pilots or pilot test sites are continually monitored to determine the effectiveness of the item/process being tested in attainment of its objective(s). Pilots provide an opportunity to identify problems that can be corrected prior to a full rollout. They also provide an opportunity to identify best practices to be incorporated in a rollout of the idea/process to other areas.

Regional Champions: representatives from pilot sites that have been certified in the implementation of Core Competencies. Their role is to provide guidance, support, training and mentoring to agencies implementing Core Competencies.

Talent Management: is a term that emerged in the 1990's to incorporate developments in Human Resources Management which placed emphasis on the management of human

resources or talent. It includes attracting highly skilled workers, integrating new employees, and developing and retaining current employees to meet current and future business objectives.

Technical Competencies: essential skills and/or knowledge that a person needs to have in order to do a particular job (e.g., medication dispensing protocols).