

## Merry, Kathleen MCF:EX

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**From:** Bawa, Reg R MCF:EX  
**Sent:** Thursday, July 27, 2017 2:47 PM  
**To:** Osborne, Tim MCF:EX; Misri, Anita P MCF:EX; Wright, Martin P MCF:EX; Carter-Sullivan, Danielle S MCF:EX  
**Cc:** Weberg, Brent MCF:EX; Merry, Kathleen MCF:EX  
**Subject:** minister briefings

Folks – a couple of requests from the new minister related to our work. I have the first one completed but please provide an ETA as to the other two items – we will aim for late Aug<sup>s.22</sup> or September. Happy to discuss.

thanks

- List of for profit and not for profit contractors for MCFD
- Up to date training/hiring strategy for child protection workers – Minister would like a briefing – TIM / ANITA / DANIELLE
- What are the plans around making performance management report a little more user friendly and focused? – Minister briefing - MARTIN

**Reg Bawa CPA CGA** | Assistant Deputy Minister | Finance & Corporate Services  
Executive Financial Officer | Ministry of Children & Family Development  
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**SUMMARY STOB 80 CONTRACTS - FY2016/17**

Summary of STOB 80 Expenditures	# Contracts	# Vendors	# Union Vendors	# Non-Union Vendors	For Profit Vendors				Non-Profit Vendors				Total Expenditures
					# Vendors	% Total Vendors	Total Expenditures	% Total Expenditures	# Vendors	% Total Vendors	Total Expenditures	% Total Expenditures	
Total STOB 80 Non-Residential	6,974	3,611	114	3,497	101	2.80%	\$25,824,682	4.84%	3,510	97.20%	507,370,536	95.16%	\$533,195,217
Total STOB 80 Residential	4,131	2,707	36	2,671	41	1.51%	\$72,188,261	31.65%	2,666	98.49%	\$155,921,734	68.35%	\$228,109,995
<b>Total of STOB 80 contracts</b>	<b>11,105</b>	<b>6,318</b>	<b>150</b>	<b>6,168</b>	<b>142</b>	<b>2.25%</b>	<b>\$98,012,943</b>	<b>12.87%</b>	<b>6,176</b>	<b>97.75%</b>	<b>663,292,269</b>	<b>87.13%</b>	<b>\$761,305,212</b>
Top 100 Funded Agencies <i>[Res &amp; Non Res]</i>	929	100	59	41	18	18.00%	\$90,398,517	21.25%	82	82.00%	334,954,219	78.75%	\$425,352,735

**MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT  
INFORMATION BRIEFING NOTE**

**CLIFF # 234029**

**PREPARED FOR: Minister Conroy - FOR INFORMATION**

**TITLE: Hiring and training strategy for Child Protection Workers**

**PURPOSE:** Provide a briefing on the hiring and training initiatives that support new Child Protection Workers (CPW) at the Ministry of Children and Family Development (MCFD).

**BACKGROUND:**

- Strategic Human Resources Branch (SHR) is responsible for leading development of strategic approaches to recruitment and training across MCFD, including Child Protection Workers. SHR works in partnership with the Service Delivery Division's (SDD) Operational and Management Performance Team who focus on the operational aspects of hiring strategies.
- Like most jurisdictions, there are challenges in recruiting and retaining staff, particularly in front-line positions and rural and underserved regions.
- Since 2014, MCFD committed to increasing front-line staff by 300 positions; we continue to focus recruitment strategies to meet this commitment.
- In November 2016 MCFD, through agreement with the BCGEU, implemented an retention incentives program for social worker positions, including Child Protection Workers (CPW), in hard to recruit to communities.
- New CPW hires typically come with bachelor degrees in child and youth care and/or social work with/without a child welfare specialization. The specialization program involves students taking courses at the post-secondary specific to child welfare practice as well as a practicum placement at MCFD.
- The supervisors of CPWs have indicated that new hires coming to MCFD having completed a practicum are better prepared for child welfare practice than their non-specialization colleagues.
- MCFD works closely with provincial post-secondary institutes with child welfare specialization programs to support student learning and to encourage students to consider MCFD as their employer of choice.
- Subsequent to hire, Learning and Development in SHR offers foundational training to new ministry child welfare practitioners. Supplementary training is offered in the Service Delivery Areas as and when it is needed through the Provincial Practice Branch.
- As outlined in Appendix 1, the ministry has been successful in the recruitment of new CPW staff, especially since the implementation of a new hiring model in 2015. There is also a considerable exit rate of CPW staff and a priority for the ministry is to improve our rate of retention.

**DISCUSSION:**

- The SHR Branch (to become the Talent Management Branch) has received endorsement of the ministry talent management framework. A copy of this framework is attached as Appendix 2. The framework defines how the ministry will

attract, hire, develop and retain our talent (employees). The goal of talent management is to build a strategic, holistic and integrated approach to engaging, building and maximizing the potential of our employees that is alignment with our business objectives.

- Along with the shift to a talent management approach, the ministry has implemented and/or is developing a number of initiatives that will support the recruitment and retention of CPW staff.
- **Implementation of the new MCFD Hiring Board** – A ministry hiring board was established in an effort to strategically support the recruitment and retention of staff. A key goal of the hiring board is to adequately address the needs of the SDD with strategies to support front-line staff recruitment.
- **Marketing and Outreach Strategy** – A strategy is being developed to focus on the improved reputation of the ministry (branding); broadened scope of marketing and outreach to attract applicants from across Canada and the US; and cultivate strong stakeholder partnerships.
- **Aboriginal Recruitment and Retention Strategy** – ministry has just launched an e-guide that will support hiring managers and supervisors in the recruitment of aboriginal staff, and a cultural self- assessment tool has also been created that will support the retention of aboriginal staff.
- **Centralized hiring approach for CPW** – to ensure vacancies are filled as quickly and efficiently as possible, ongoing hiring for CPW positions occurs through a centralized coordinated quarterly posting and panel. In addition to the quarterly panel process, there are frequent postings to ensure continual recruitment efforts for identified hard to recruit communities. This approach has improved provincial consistency in hiring practice, streamlined processes and created efficiencies.
- **Onboarding Program for new hires** – this is new work that will focus on establishing a strategic onboarding program to ensure new hires are set up and supported to be successful in their roles.
- **Social Worker Structure and Credentials Project** – MCFD is developing a new approach to social worker credentials, delegation under the *Child, Family and Community Service Act* (CFCSA), classification and organization structure as supported by the Plecas Report and Grand Chief Ed John report recommendations.
- **Child Welfare Training Program** – SHR Branch has updated the training program for new Child Protection workers based on feedback that indicated new hires did not possess sufficient practical skills. Existing CPW curriculum was reviewed in April of 2017 by a working group consisting of membership from the SDD and Provincial Practice and has been updated to reflect the skills required including workflow and interviewing skills. The updated training will be piloted October 2017 and ongoing delivery commences in November, 2017.
- **Occupational Health**- creation of an occupational health program with a focus on trauma impacts for front line-staff. The ministry is developing working groups to research, build and design and/or access appropriate health services and supports that will improve employee engagement and overall retention.
- **Post-Secondary Strategy** – SHR Branch is undertaking renewed efforts to strengthen the ongoing relationship with post-secondary partners across BC to improve the ministry's reputation and encourage students to see MCFD as an employer of choice.
- **Practicum Evaluation** –A comprehensive evaluation of the practicum program in Child Protection is underway to maximize ministry resources and provide students with an experience that will encourage / entice them to seek out employment with MCFD.

**ADVICE:**

- Continue strategic initiatives to support hiring and training of CPWs.

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**Program ADM/Branch:** Strategic Human Resources

**Program Contact (for content):** Tim Osborne / Anita Misri

**Drafter:** Danielle Carter-Sullivan, Jill Inget


**Date:** September 26, 2017

**APPENDICES**

**Appendix 1: Year by Year Analysis of Regular and Auxiliary Hiring and Exits**  
(For the CHIPS categories child protection and guardianship only):

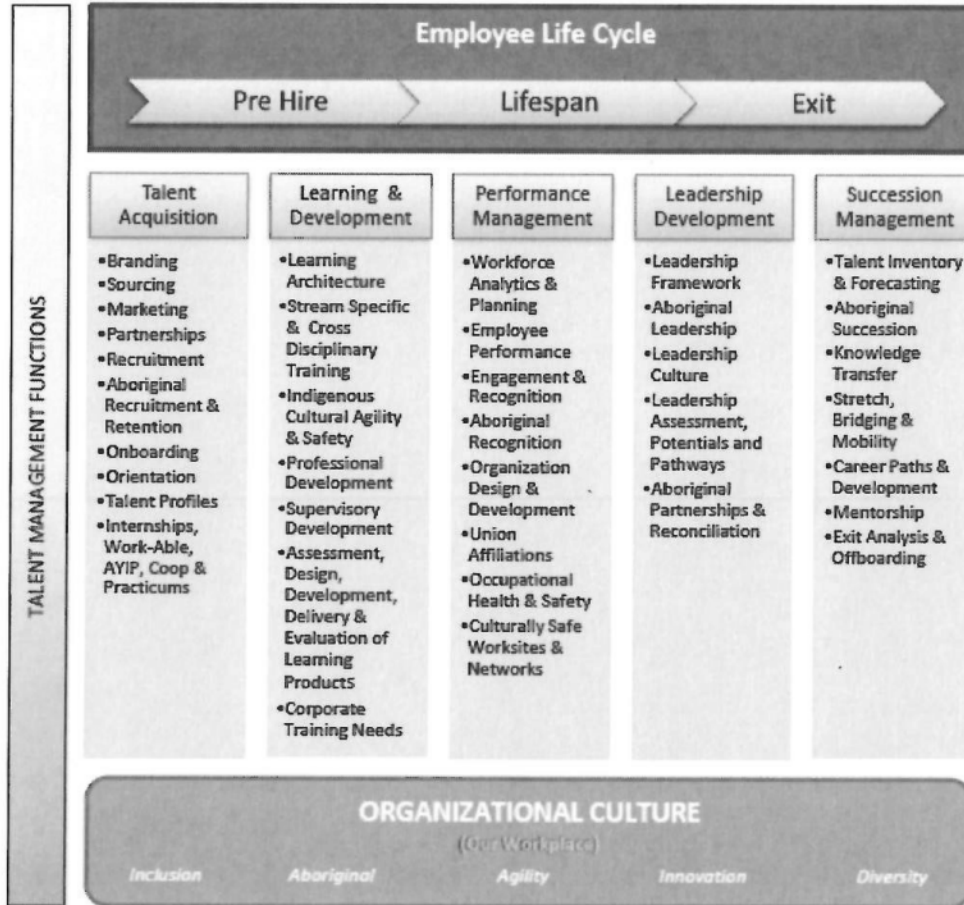
<b>Year</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>Hires</b>	104	135	107	78	154	165	253
<b>Exits</b>	76	83	88	126	96	91	130
<b>Net Change</b>	28	52	19	(-48)	58	74	123

## Appendix 2: Talent Management Framework



**Ministry of Children & Family Development**  
**TALENT MANAGEMENT FRAMEWORK**

"How we hire, develop, engage and retain our talent."



**MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT  
INFORMATION NOTE**

**DATE:** January 13, 2018

**CLIFF#:** 235690

**PREPARED FOR:** Honourable Katrine Conroy and Honourable Katrina Chen

**ISSUE:** The Ministry of Children and Family Development's (MCFD) public reporting of services and performance

**BACKGROUND:**

Several recent external reports, including *Indigenous Connectedness, Resilience and Reunification from Root Causes to Root Solutions* (Grand Chief Ed John) and *Decision Time* (Plecas) have recommended that the ministry broaden its public reporting to improve both public accountability and public confidence in the ministry. The ministry's Multi-Year Action Plan addresses these recommendations via the development and implementation of an on-line public reporting portal (PRP) which is broader in scope than the existing public reports. It is planned to implement the PRP in late January 2018.

**DISCUSSION:**

Currently the ministry reports publicly on some aspects of Quality Assurance (e.g. fatalities of children and youth known to the ministry) and, in its Performance Management Report, caseload, resourcing and performance. The PRP will report, twice annually in June and December, more broadly than is currently the case with resource, caseload, quality assurance and performance information all included. The objectives of the PRP are:

1. To educate the public of who we (MCFD) are, what we do and how we're doing;
2. Provide the public with easy access through an on-line, user-friendly portal with a concise and contextualized explanation of the report's contents; and
3. Implement recommendations of external reports with a comprehensive view of service trends over time and progress in client outcomes and service quality.

Audience for the PRP

The media, advocacy groups, the Representative for Children and Youth (RCY) and academics comprise the principal audience. Some members of the public will access the report, more when the ministry is in the news. Simply having such a report in the public domain will signal the ministry's transparency and accountability and be conducive to greater public confidence.



## PRP Content

Most of the first release of the PRP includes content that the ministry has already made available to the public (most data to March 31, 2017 and already public):

Content	Currently in the Public Domain?
How services are delivered, i.e the ministry's regional structure and office locations	Yes – Performance Management Report
Human and financial resources by service line	Yes – Performance Management Report
Caseloads over time, by Service Delivery Area (SDA) and Delegated Aboriginal Agencies (DAA)	Yes – Performance Management Report
Fatalities of Children and Youth in Care and children and youth known to the ministry	Yes – MCFD Children and Youth Fatalities Report
Client complaints of the Ministry	No
Performance indicators by service line, province, SDA and DAA (collectively)	Yes – Performance Management Report

Additional quality assurance material, e.g. reportable circumstances, care plan completion rates and any new performance indicators will be added, over time, to future releases.

The PRP contains a total of 38 performance indicators over six service lines (the Service Plan performance measures are a subset of these):

Performance	Number of Indicators
Improving	12
Stable	23
Challenged	3

The PRP outlines the scope of MCFD's system of services within each service line. For example, the Child Welfare system is illustrated from protection reports through to family preservation, in-care, permanency and transition from care. Users can see how the system works, what the ministry is trying to achieve in each component of the system, and its performance.

### **NEXT STEPS:**

- A 'soft-launch' is planned for late January through a link alongside the existing Performance Management Report.
- Brief the RCY before the soft-launch.
- Prepare communications materials ahead of the soft-launch.

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