



DSP Provincial Recruitment Strategy

Project Charter



What does the Remedy Technical Report say about recruitment of new Hub roles?

Reference in the Remedy	Page
Recruit, train and have fully operational 50 new LACs and 65 new IPSCs in accordance with approved fidelity criteria. (Year 2)	
Recruit next 30 new LACs and 15 new IPSCs (ex Care Coordinator FTE). (Year 2)	
Recruit next 30 new LACs and 15 new IPSCs (ex Care Coordinator FTE). (Year 2)	
Full complement of 80 LACs and 80 IPSCs operational (Year 3)	



Project Objectives & Scope | Provincial Recruitment Strategy

Supporting the Regional Hubs to recruit, hire and retain new staff, specifically for IPSC, LAC and Care Coordinator positions. A unified Provincial approach will ensure a consistent approach across all DSP regions, minimize disruptions to current Service Delivery teams, and allow DSP to catch up on its caseload allocation targets from the Remedy.

DSP Provincial Recruitment Plan Provides:

- **Provincial Hiring Plan:** Identifies where there are gaps in current hires, how to prioritize them and how to best make use newly available FTEs.
- **Best Practice Recruitment Approaches:** Using evidence-based approaches and engagement insights, identifies the best approaches to recruit in this sector and appeal to qualified individuals across the country and the world.
- **Coordinated Efforts:** Provides a sequenced and prioritized plan that allows for short-term progress and medium-term awareness and capacity building to expand efforts beyond Nova Scotia. Removes ambiguity from individual hiring managers who will be supported by centralized project direction.
- **Capacity Building:** Leads to the creation of a Manager of Planning and Support Coordinator position to provide leadership to IPSC/LACs and support to the Director of Regional Hubs.



Project Objectives & Scope | Provincial Recruitment Strategy

Project Objectives:

- **Develop Provincial Plan** to direct hiring managers when and where to hire for specific new roles.
- **Determine best practice approaches to recruit** candidates when new positions are posted, including methods to expand hiring pool beyond Nova Scotia.
- **Develop an 18-month plan** to sequentially action recruitment initiatives per recruitment strategy and in alignment with hiring plan
- **Provide ongoing project management and implementation support** to action the Recruitment Plan.

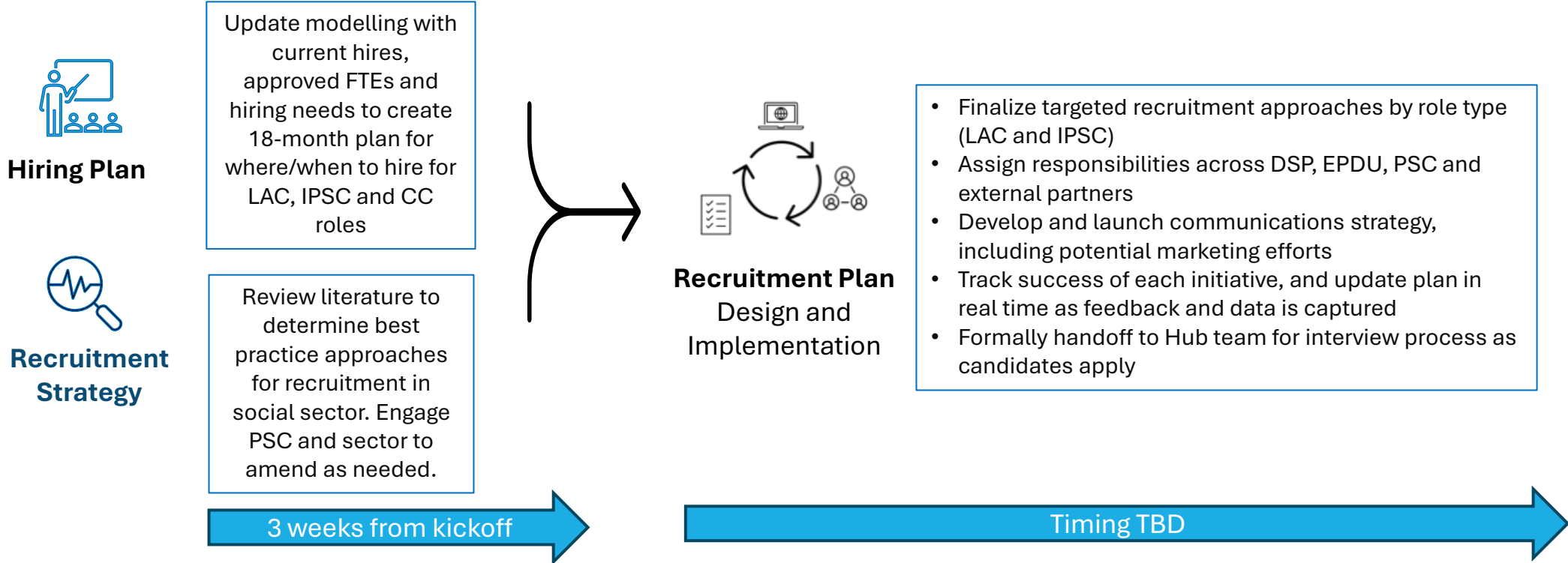
In Scope:

- Gather data on current hires, service delivery caseloads, FTE statuses (terms, perms, backfills, etc.), distribution of priority Remedy cohorts (i.e. institutions, SRL, etc.), and approved FTEs by year.
- Develop a Hiring Plan identifying when and where to post/recruit for new roles. Eventually present overview of hiring plan and future options to all current Care Coordinators in DSP Service Delivery.
- Determine approach for existing Care Coordinators to accept contingent future-dated offers
- Develop job description for Manager of Support Planning and Coordination and support classification and posting.
- Direct Hiring Managers when and where to backfill Care Coordinator positions, including length of term, to maintain Service Delivery capacity and enable Care Coordinators transitioning to IPSC and EFAC positions to take on new caseload
- Design and implement a research/engagement plan to identify best practice and innovative approaches (for example, professional recruitment network) to identify and recruit candidates for human services positions.
- Develop an 18-month Recruitment Plan that will outline scope, resource requirements, roles/responsibilities, cost, timing and evaluation measures for targeted recruitment initiatives.
- Track the success of each initiative and adjust recruitment plan as results and feedback are received. This would include gathering information from the screening process.
- If applicable, work with DSP Remedy marketing partner to provide requirements for marketing campaigns to support recruitment efforts.
- Continuously engage Regional Hub Leadership and DSP Leadership for updates and feedback.

Out of Scope:

- Support for screening, interview and hiring process
- Design and delivery of marketing campaign, including ad or media buys
- **Decision Point:** Should changes to IPSC positions requirements (for now) or classifications for LACs and IPSCs be in scope, knowing that it will take time to work with classification (~6 months) if changes are needed?

Project Approach | Provincial Recruitment Strategy





Project Resources | Provincial Recruitment Strategy

Roles & Responsibilities



Maria Medioli, Project Sponsor

- Provide final approval and determinations for deliverables and direction
- Escalate and present items to DCS Executive as required



Michelle Harris, Project Director

- Escalate and present items to DSP Management and Executive as required
- Review and approve deliverables prior to submission



Laura Upton, Program Director

- Provide strategic direction for portfolio
- Review and approve deliverables prior to submission to Co-Executive DMs



EPDU TBD, Project Manager

- Provide project direction and oversight
- Maintain understanding of project interrelations with other work streams
- Review and approve project deliverables
- Conduct risk escalation, if needed



Alice McVittie, Davis Pier Lead

- Provide project guidance from a portfolio lens
- Lead in the development of project deliverables



Tricia Murray and Lynn-Ann Power, Directors/Project Team

- Provide direction on behalf of Regional Hubs
- Advise and represent the needs of their regional teams
- Liaise with impacted stakeholders and partners in the sector as needed



Eliza-Jane Stringer, Jenna Andrews, Jenna Levangie, Davis Pier Project Team

- Develop project materials and deliverables
- Maintain regular communications with the Project Manager and Project Team (e.g., status meetings and reports)
- Support facilitation of workshops and engagements

Interested Parties and Impacted Groups

Internal

- DCS Finance – Anne Stokes
- PSC Representatives
- Regional Hub Managers and Managers of Service Delivery/EFAC
- Regional Hub Team Leads
- Existing Hires for IPSC, LAC and EFAC roles
- Care Coordinators
- CFW Service Delivery

External

- Service provider associations
- Higher-Education partners
- Industry Associations (i.e. College of Social Workers)
- Other government jurisdictions
- Arrivals and Departures
- Remedy Experts
- Recruitment Firms (TBD)
- LSI (international) and OHPR



Project Approach | Provincial Recruitment Strategy

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Phase 1: Project Kickoff & Hiring Plan

Overview:

Phase 1 will focus on developing a comprehensive hiring plan to support 18 months of staffing needs and to direct hiring managers when and where to hire for specific new roles. This will involve gathering and validating key inputs (e.g., confirming the number of FTEs, backfills required, etc.) and conducting data analysis to inform the plan.

Once the plan is developed and approved, it will be shared with key partners in each region through presentations and discussions to ensure alignment and readiness for implementation.

Key Activities

- Determine project resourcing
- Develop project kickoff materials and conduct project kickoff
- Gather inputs for hiring analysis and confirm FTEs
- Analyze data to design a hiring plan
- Begin socializing and approving the hiring plan with identified key partners

Deliverables

- Project Kickoff Document
- Provincial Hiring Plan



Project Approach | Provincial Recruitment Strategy

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Phase 2: Recruitment Strategy

Overview:

The focus of Phase 2 is to identify innovative and best practice approaches to support recruitment efforts for the provincial hiring plan. This will be achieved through the development of a mixed-method research and engagement plan designed to identify a range of recruitment strategies.

Once potential strategies are identified, they will be reviewed with leadership from PSC and DSP teams to ensure alignment and feasibility.

Key Activities

- Develop research and engagement plan
- Conduct relevant engagements (i.e. hiring managers, industry partners, current hires, other jurisdictions, etc.)
- Identify potential recruitment strategies through research
- Review with PSC and DSP Leadership

Deliverables

- Research and engagement plan
- Summary of findings from research and engagements
- Recruitment Strategy



Project Approach | Provincial Recruitment Strategy



Phase 3: Recruitment Plan

Overview:

Phase 3 begins by identifying areas with immediate hiring needs to prioritize staffing efforts (e.g.: Eastern Region EFAC). Additionally, a manager-specific job description will be developed for classification.

Following this, a comprehensive recruitment plan will be developed to guide the hiring process. The recruitment plan will be put into action, specifically targeting the 2025/2026 cohort to meet DSP’s LAC/IPSC/EFAC staffing goals.

Key Activities

- Identify areas with immediate hiring needs and transition to Hubs for posting/hiring
- Develop and seek classification for manager job description
- Develop recruitment plan
- Action recruitment plan for 2025/2026 cohort with project management and other project support

Deliverables

- Manager job description
- Recruitment plan