



# Recruitment Strategy

## Final Report



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## **Project Approach | Overview and Methods**

# Project Approach | Overview

## Overview

This Recruitment Strategy is supporting a broader piece of work on DSP recruitment, which is supporting the Regional Hubs to recruit, hire and specifically for IPSC, LAC, EFAC and Care Coordinator positions. This broader piece of work has four key focus areas:

- [Developing a Provincial Plan](#) to direct hiring managers on when and where to hire for specific new roles.
- [Determining best practice approaches to recruit](#) candidates when new positions are posted, including methods to expand hiring pool beyond Nova Scotia.
- [Developing an 18-month plan](#) to sequentially action recruitment initiatives per recruitment strategy and in alignment with hiring plan.
- [Providing ongoing project management and implementation support](#) to action the Recruitment Plan.

*The current document is the key deliverable of the second phase of this overall approach: developing a recruitment strategy.*

The focus of Phase 2 is to identify innovative and best practice approaches to support recruitment efforts for the provincial hiring plan. The insights of this project are summarised in this document, as obtained through the key activities outlined below.

## Phase 2: Recruitment Strategy Key Activities

- Developed research and engagement plan
- Conducted relevant engagements (i.e. hiring managers, industry partners, current hires, other jurisdictions, etc.)
- Literature review identifying best-practice in recruitment from peer-reviewed and grey literature

# Project Approach | Engagement Methods

To better understand staff experiences and inform recruitment strategies, we conducted targeted internal engagements with individuals in the IPSC, LAC, and EFAC roles. Our approach prioritized both depth and diversity of perspectives.



**13 one-on-one interviews** were conducted with IPSCs, LACs, and EFACs across the regions (Eastern, Western, Northern, Central).

- These interviews were meant to capture authentic staff experiences and identify tangible improvements that could support more effective recruitment and increased clarity around the job posting.
- There were varied pathways into the roles and participants included internal transitions such as Care Coordinators who moved into new roles, external hires that are new to government or to DSP, and cross-departmental transitions from other areas of government.



**Group discussion** in addition to the one-on-one interviews, we held one facilitated group discussion with Care Coordinators from Central, Western, and Northern regions. This session provided a valuable collective lens on the recruitment experience, onboarding best practices, and workload and caseload insights.

- The participants included three Care Coordinators who support and collaborate with new IPSC, LAC, and EFAC staff.
- The discussion helped to unpack barriers impacting recruitment and onboarding. It also provided suggestions to improve promotion strategies to entice more people to apply for the new roles.

# Project Approach | Engagement & Additional Research Methods

To complement internal insights, we conducted targeted interviews with external partners who play a critical role in talent development, recruitment, and sector alignment. These conversations provided sector specific perspectives on how to enhance awareness, attract values-aligned candidates, and potentially build pipelines into the IPSC, LAC, and EFAC roles. In addition, a literature review was conducted to further enhance insights.



**10 one-on-one interviews** were conducted with the following organizations:

- Nova Scotia College of Social Workers (NSCSW), Nova Scotia Department of Labour, Skills and Immigration (LSI), Cape Breton University – Faculty of Social Work, University of Victoria – School of Social Work, and the Office of Healthcare Professional Recruitment (OHPR), Dalhousie University – School of Social Work, St. Thomas University – School of Social Work, NS Occupational Therapist Society, recruitment firm - MacLeod Group and Remedy Authors, Tim Stainton and Eddie Bartnik.
- These conversations explored a range of topics, including the awareness of DSP and the new roles among job seekers, students, and graduates. These conversations also looked into the opportunities to integrate DSP careers into practicum placements, and institutional recruitment efforts.



**A literature review was conducted:**

- We examined motivational factors (intrinsic, extrinsic, and situational) influencing recruitment across healthcare and caregiving sectors. These findings were triangulated with the internal and external engagement insights to share the short-term, medium-term, and long-term recommendations.

## Recruitment Strategy | Detailed Implementation (0-18 months)

This section outlines the high-level recommendations, further breaking them down to identify which specific initiatives need to be implemented within the defined time frames. By doing so, it ensures a structured approach to execution, aligning each initiative with strategic goals and available resources. This breakdown allows for better prioritization and more effective tracking of progress over time. The appendix provides the inputs from the engagement themes and literature review which were used to develop this strategy.

# Recruitment Strategy | Detailed Implementation

*The following slides compile the short and long-term priorities and recommendations into actionable initiatives that DSP can implement and evaluate into their recruitment process:*

- ❑ **Initiative #1:** Update Job Postings and Implement a Regional Outreach Strategy
- ❑ **Initiative #2:** Attend Career Fairs with LAC, IPSC & EFAC Presence
- ❑ **Initiative #3:** Host “Ask LAC, IPSC, EFAC” Session
- ❑ **Initiative #4:** Develop and Launch Referral Program
- ❑ **Initiative #5:** Partner with Academic Institutions for Recruitment & Placement Opportunities
- ❑ **Initiative #6:** Develop and Share Marketing Materials Centred on Staff Storytelling and Experiences



## Initiative #1: Update Job Postings and Implement a Regional Outreach Strategy\*

This initiative incorporates Recommendation 1A, Recommendation 1C, Recommendation 2A, Recommendation 2B, and Recommendation 2C.

Scope/Action	Resource Requirements	Roles/Responsibilities	Timeline
Revise draft postings to include all recommendations.	<ul style="list-style-type: none"><li>• Integrate staff quotes and purpose driven messaging.</li><li>• Highlight team support structures and workplace culture.</li><li>• Define and clearly outline caseload expectations in job postings.</li></ul>	<ul style="list-style-type: none"><li>• <b>EPDU/Project Team:</b> Develop job postings</li></ul>	<b>May 2025 to June 2025</b>
Reflect regional hiring needs in job postings.	<ul style="list-style-type: none"><li>• Work with PSC to determine strategy for hiring pools.</li></ul>	<ul style="list-style-type: none"><li>• <b>EPDU/Project Team:</b> To develop and incorporate feedback</li></ul>	<b>May 2025 to June 2025</b>
Validate and review postings.	<ul style="list-style-type: none"><li>• Share drafts with Regional Hub Managers,</li><li>• Incorporate region-specific edits.</li><li>• PSC final review for tone, equity, and alignment.</li></ul>	<ul style="list-style-type: none"><li>• <b>RHM/Team Leads:</b> Provide feedback and input</li><li>• <b>PSC:</b> Provide feedback and sign off on finalized role description</li><li>• <b>DSP Leadership:</b> Postings to be finalized and given the go ahead</li></ul>	<b>May 2025 through to July 2025</b> <ul style="list-style-type: none"><li>• Team Leads/RHM will begin planning screening questions around the content of the job postings.</li><li>• Postings must be finalized by Maria and PSC and then can published.</li></ul>
Identify relevant channels and networks & publish roles accordingly.	<ul style="list-style-type: none"><li>• Select the channels and networks.</li><li>• Publish jobs on identified networks and collaborate with PSC and DSP Leadership.</li></ul>	<ul style="list-style-type: none"><li>• <b>EPDU/Project Team:</b> Develop materials needed to reach out, this includes NSSOT, NSCWS, PHANS, NSHC, and HANS.</li></ul>	<b>July 2025 – August 2025</b> <ul style="list-style-type: none"><li>• Competition should remain open for 3-4 weeks.</li></ul>

*\*While these actions are not directly cost-related, some ongoing initiatives may incur associated expenses*

## Initiative #2: Attend Career Fairs with LAC, IPSC & EFAC Presence

This initiative incorporates Recommendation 1E , Recommendation 1F and Recommendation 4C.

Scope/Action	Resource Requirements	Roles/Responsibilities	Cost	Timeline
Facilitating engagement in professional associations and groups	<ul style="list-style-type: none"> <li>Support staff in joining and actively participating in occupation-specific associations, forums, or working groups.</li> </ul>	<ul style="list-style-type: none"> <li><b>LACs/IPSCs/EFACs:</b> Attend and facilitate engagements.</li> <li><b>DSP Leadership:</b> Identify opportunities and organizations for staff to join.</li> </ul>	<ul style="list-style-type: none"> <li>Potential cost incurred if there are membership fees for certain organizations being targeted.</li> </ul>	<b>July 2025 - Ongoing</b> <ul style="list-style-type: none"> <li>Identify the organizations relevant to the Remedy role</li> <li>Continuously look out for relevant engagements</li> </ul>
Provide clear messaging to staff on roles and responsibilities of jobs to be promoted	<ul style="list-style-type: none"> <li>Provide clear messaging for DSP employees regarding their roles and responsibilities when attending engagements.</li> </ul>	<ul style="list-style-type: none"> <li><b>Communications Management Team/EPDU/Project Team:</b> Draft any communication materials needed</li> <li><b>LACs/IPSCs/EFACs:</b> Provide feedback and inform comms materials, host/facilitate webinars internally</li> <li><b>DSP Leadership:</b> Review and sign off on any communication materials</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<b>July 2025 – Ongoing</b> <ul style="list-style-type: none"> <li>Materials can continuously be updated and created depending on what is required by leadership.</li> </ul>
Identify local job fairs and ensure DSP visibility	<ul style="list-style-type: none"> <li>Conduct research to identify job fair/career expo opportunities.</li> <li>Keep a running list or Excel spreadsheet of events.</li> </ul>	<ul style="list-style-type: none"> <li><b>EPDU/Project Team:</b> Develop excel tracking template</li> <li><b>DSP Program:</b> Assess and identify potential areas for Remedy role visibility in academic and professional communities.</li> <li><b>Team Leads/RHM:</b> Identify relevant staff to attend events.</li> </ul>	<ul style="list-style-type: none"> <li>Potential booth fees in participating in job fairs or events held in the community.</li> </ul>	<b>September 2025 – June 2026</b> <ul style="list-style-type: none"> <li>Most job fairs happen in the fall and in the spring, e.g.: <ul style="list-style-type: none"> <li>Nova Scotia Health Provincial Career Fair</li> <li>HealthcareX Virtual Job Fair – Halifax</li> <li>HealthcareX Virtual Job Fair – Dartmouth</li> <li>Job Junction Healthcare Career Fair</li> <li>Health Association Nova Scotia Member Career Fairs</li> <li>DAL/Acadia/StFX/CBU/SMU/MSVU Job Fairs</li> </ul> </li> </ul>

Initiative #3: Host “Ask LAC, IPSC, EFAC” Session\*

This initiative incorporates Recommendation 1B and Recommendation 3A.

Scope/Action	Resource Requirements	Roles/Responsibilities	Timeline
Set aside time in existing DSP Webinars to speak about their experience in their Remedy role.	<ul style="list-style-type: none"><li>Allow Remedy roles to vocalize their experiences to other DSP staff and the public.</li></ul>	<ul style="list-style-type: none"><li><b>LACs/IPSCs/EFACs:</b> Provide input on their experience in their Remedy role thus far.</li><li><b>Communications Management Team:</b> Incorporate staff perspective from Remedy roles into comms that can be internal and external facing.</li></ul>	<b>July 2025 – Ongoing</b> <ul style="list-style-type: none"><li>Staff have been in the field long enough where they now can contribute to the Nova Scotia context of their roles and share with the broader team.</li></ul>
Host region or provincial specific sessions where LAC, IPSC and EFAC come and share their experiences and staff can ask questions.	<ul style="list-style-type: none"><li>Socialize new roles with internal staff.</li><li>LACs/IPSCs/EFACs can run the session, share good news stories with the broader team and answer questions.</li></ul>	<ul style="list-style-type: none"><li><b>EPDU/Project Team/ Communications Management Team:</b> Organize and co-develop materials with LAC, IPSC, and EFACs.</li><li><b>LACs/IPSCs/EFACs:</b> To host sessions.</li></ul>	<b>July 2025 – Ongoing</b> <ul style="list-style-type: none"><li>With project work slowing down over the summer months, this is a prime opportunity to begin utilizing the DSP Webinars as informative sessions run by Remedy staff.</li></ul>

*\*While these actions are not directly cost-related, some ongoing initiatives may incur associated expenses*

## Initiative #4: Develop and Launch Referral Program

This initiative incorporates Recommendation 3C.

Scope/Action	Resource Requirements	Roles/Responsibilities	Cost	Timeline
Distribute an email blast to all internal staff regarding new roles at DSP.	<ul style="list-style-type: none"> <li>Send out email blast to staff highlighting available roles and what is upcoming.</li> </ul>	<ul style="list-style-type: none"> <li><b>Communications and Change Management Team:</b> Draft correspondence.</li> <li><b>DSP Leadership:</b> Approve messaging and distribute to staff.</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<b>July 2025 – Ongoing</b> <ul style="list-style-type: none"> <li>Keep staff up to date on new role postings.</li> </ul>
Develop and design referral program which compensates or rewards current employees who refer successful candidates.	<ul style="list-style-type: none"> <li>Provide staff the opportunity to recommend professionals in their networks for new roles.</li> </ul>	<ul style="list-style-type: none"> <li><b>EPDU/Project Team:</b> Work with PSC regarding possibilities and outline roles and responsibilities (e.g., who monitors the program, etc.).</li> <li><b>DSP Leadership:</b> Will provide final sign-off.</li> </ul>	<ul style="list-style-type: none"> <li>Potential cost in referral bonus or incentive if the department decides to go in this direction.</li> </ul>	<b>July 2025 – Ongoing</b> <ul style="list-style-type: none"> <li>Begin speaking with Remedy roles and encourage them to reach out to their networks and inform them of the ongoing work at DSP.</li> </ul>
Launch and monitor employee referrals.	<ul style="list-style-type: none"> <li>Roll-out the referral program and monitor applicants as they are received.</li> </ul>	<ul style="list-style-type: none"> <li><b>DSP Program/EPDU:</b> Adapt as feedback is received.</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<b>Ongoing</b> <ul style="list-style-type: none"> <li>As new referrals come in, they will need to be monitored.</li> <li>Evaluate referral program effectiveness.</li> </ul>

## Initiative #5: Partner with Academic Institutions for Recruitment & Placement Opportunities\*

This initiative incorporates Recommendation 1E.

Scope/Action	Resource Requirements	Roles/Responsibilities	Timeline
Work with DSP Leadership to determine priorities for placements and work with universities to get a preliminary understanding of capacity requirements.	<ul style="list-style-type: none"> <li>Create opportunities for staff to mentor/work alongside new employees and be shadowed.</li> </ul>	<ul style="list-style-type: none"> <li><b>LACs/IPSCs/EFACs:</b> Provide opportunity to be job-shadowed by students or new DSP employees</li> <li><b>DSP Leadership:</b> Create opportunities for universities to partner with DSP as an option for co-op placements</li> </ul>	<b>August 2025 – April 2026</b> <ul style="list-style-type: none"> <li>Begin outreach this summer for next April when most universities begin their co-operative education programs.</li> </ul>
Work with regions to identify regionally-specific opportunities for academic/professional partnerships.	<ul style="list-style-type: none"> <li>Identify opportunities within the four regions for academic/professional partnerships.</li> </ul>	<ul style="list-style-type: none"> <li><b>RHMs/Team Leads:</b> Provide insight on opportunities in their respective regions</li> <li><b>LACs/IPSCs/EFACs:</b> Monitor and act on recommendations given by the RHMs/Team Leads</li> </ul>	<b>September 2025 – Ongoing</b> <ul style="list-style-type: none"> <li>Begin outreach in September to forge connections with regional practices and institutions.</li> </ul>
Formalize placement opportunities with the universities and launch.	<ul style="list-style-type: none"> <li>Empower staff to have students in co-operative education placements shadow them.</li> </ul>	<ul style="list-style-type: none"> <li><b>DSP Leadership:</b> Confirm opportunities and</li> <li><b>LACs/IPSCs/EFACs:</b> Provide mentorship and learning opportunities for university students.</li> </ul>	<b>September 2025 – Ongoing</b> <ul style="list-style-type: none"> <li>Begin outreach in September to have student placements beginning in the spring of 2026.</li> </ul>

\*While these actions are not directly cost-related, some ongoing initiatives may incur associated expenses

## Initiative #6: Develop and Share Marketing Materials Centred on Staff Storytelling and Experiences

This initiative incorporates Recommendation 3A and Recommendation 3B.

Scope/Action	Resource Requirements	Roles/Responsibilities	Cost	Timeline
Create marketing materials.	<ul style="list-style-type: none"> <li>Create a library of public facing documents/marketing materials that staff can have on hand when engaging members of the public and internal DSP staff outlining LAC, IPSC and EFAC roles.</li> </ul>	<b>EPDU/Project Team/Change and Communications Team:</b> Collect information from front-line staff to develop marketing materials.	<ul style="list-style-type: none"> <li>Potential cost incurred if an outside marketing firm is engaged.</li> </ul>	<b>Ongoing</b> <ul style="list-style-type: none"> <li>Many marketing materials are already available/are soon to be available for the Remedy roles.</li> <li>Continue developing on a need to basis.</li> </ul>
Collect feedback on marketing materials.	<ul style="list-style-type: none"> <li>Gather input and feedback from DSP Leadership and staff in Remedy roles on marketing materials.</li> </ul>	<b>DSP Leadership:</b> Approve and sign-off on marketing materials.	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li><b>Ongoing</b></li> </ul>
Explore alternative marketing avenues (e.g.: LinkedIn, Facebook Meta Suite, TikTok, X, etc.).	<ul style="list-style-type: none"> <li>Promote DSP's hiring initiatives online.</li> </ul>	<b>Change and Communications Team:</b> Draft up postings and digital marketing material. <b>DSP Leadership:</b> Review and approve messaging.	<ul style="list-style-type: none"> <li>Potential cost incurred if an outside marketing firm is engaged.</li> </ul>	<ul style="list-style-type: none"> <li><b>Ongoing</b></li> </ul>
Roll these marketing materials out to staff.	<ul style="list-style-type: none"> <li>Provide information to staff about the materials and how to best use them.</li> </ul>	<b>LACs/IPSC/EFACs:</b> Review material.	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li><b>Ongoing</b></li> </ul>



# Appendix



## **Recruitment Strategy Themes | Identified Themes Guiding Strategy**

The strategies in this section outline the themes that were identified to strengthen targeted recruitment activities, in line with the need for job-specific, regionally-specific outreach strategies to reach and attract candidates who have the right skills, aptitude and values for the identified roles. These themes and activities were used as inputs for the Recruitment Strategy.

# Enhancing Recruitment | Strategic Opportunities

Based on insights from engagements with Care Coordinators, newly hired Regional Hub roles, other internal provincial government staff and sector partners, findings have been organized into the following three (3) categories:



## Strengthen Targeted Outreach

There is a need for targeted outreach strategies to reach and attract candidates who have the right skills, aptitude and values for the required roles. Outreach strategies need to be job-specific and regionally-specific, targeted at individuals with the specific backgrounds required for these roles (i.e. social work, nursing, etc.). This also includes a customized approach for internal and external recruitment strategies.



## Purpose-Driven and Quality-of-life Driven Value Proposition

We heard that there is a strong appeal in being involved in the Remedy. Interviewees consistently emphasized that what drew them to (and keeps them in) these roles is the opportunity to make a meaningful impact in the lives of individuals with disabilities and their families. They highlighted DSP's unique value proposition, centered on purpose, impact, and work-life balance, can help attract candidates.



## Leverage Existing Staff for External Recruitment

A recurring insight from the engagements highlighted the untapped potential of DSP's current workforce as powerful ambassadors for recruitment. Interviewees spoke to the credibility and influence that comes from hearing about roles directly from those doing the work. Empowering staff to share their experiences can build trust, expand reach, and help bring in purpose-driven individuals.

# Recruitment Strategy Roadmap | Short, Medium and Long-Term Actions

**The following slides** outline the themes associated short-term and medium to long-term actions, highlighting province-wide strategies, regional tailoring opportunities, and the roles and responsibilities required for implementation. The following legends indicate the timeframe suggested for these actions.



**Short-term actions (0-2 months)** focus on immediate, high-impact changes that can be implemented quickly to improve clarity, visibility, and support for potential applicants. These include updates to job postings, and internal DSP staff webinars.



**Medium to Long-term actions (2-8 months)** aim to build sustainable recruitment pathways over time, for example by strengthening relationships with educational institutions and hosting “DSP Days” at postsecondary institutions that are tailored to attract potential candidates to new roles.

*All the actions reflect feedback gathered from staff engagements and the literature review, aligning with broader goals to build a purpose-driven, inclusive, and regionally responsive recruitment strategy.*

## **Enhancing Recruitment | Strengthen Targeted Outreach**

The strategies in this section outline the activities that can be considered to strengthen targeted recruitment activities, in line with the need for job-specific, regionally-specific outreach strategies to reach and attract candidates who have the right skills, aptitude and values for the identified roles. This also includes a customized approach for internal and external recruitment strategies.

# Enhancing Recruitment | Strengthen Targeted Outreach

## Targeted Outreach: Internal Engagement Pathways

Throughout engagements, it was clear that many DSP staff show strong commitment to their roles, community insight, and aligned values. Enhancing internal outreach will help them better understand available opportunities and how to pursue or share them.



**Provide Job Postings through Internal Networks and Channels:** Share internal job postings through established channels such as email, newsletters, and internal job boards. Ensure postings are clearly identified and easily accessible, as staff are seeking opportunities but lack clarity on where to find them.

**Recommendation 1A:** Share job postings through existing and newly identified channels (exclusively internally accessible job-boards, broad email-call-outs and broader staff events and updates).

**Proposed Implementation Timeframe:** Short-term (1-2 months)



**Deliver Webinars and Ask an "LAC, IPSC, EFAC" Info Sessions:** Use existing webinar and communication platforms to introduce the LAC, IPSC, and EFAC roles, explain responsibilities, and address recruitment questions. Region-specific sessions will help raise awareness and reduce uncertainty, as staff are eager to learn but unclear on the details.

**Recommendation 1B:** Have the Communications and Change Management team develop a quarterly webinar series co-led by current LACs, IPSCs, and EFACs, each focused on one specific role. Use a co-design session with 2-3 current role-holders to shape the session content, including 'myth-busters'.

**Proposed Implementation Timeframe:** Medium to Long-Term: (2 months-18 months)

# Enhancing Recruitment | Strengthen Targeted Outreach

## Targeted Outreach: External Engagement Pathways



**Job and Regionally-Specific Job Postings:** With the hiring plan finalized, region-specific job postings can now be created. Feedback from engagements indicated that regional postings, rather than province-wide ones, may attract more applicants, especially when accompanied by detailed information about the regional roles.

**Recommendation 1C:** Develop job-postings that are specific to the hiring regions and post these as separate job-postings with areas included so that they reach experienced candidates in the relevant communities.

**Proposed Implementation Timeframe:** Develop job-postings for high priority recruitment - Short-term (1-2 months)  
Work with PSC and Regional Hub Managers to determine and implement strategy to best target region or community locations– Short-term (1-2 months)



**Leverage and Identify Occupation-Specific and Professional Channels:** Many potential candidates that have the qualifications DSP is seeking are looking for opportunities through professional association channels.

**Recommendation 1D:** Identify key professional channels across Nova Scotia and Canada and coordinate the inclusion of recruitment materials tailored to each platform (e.g., general articles about the new roles or specific job postings). Collaborate with alumni offices at Dalhousie, NSCC, and Cape Breton University, as well as professional associations like NSCSW, to promote DSP roles through newsletters, email campaigns, and social media.

**Proposed Implementation Timeframe:** Request inclusion of articles and job-postings in social work, nursing, occupational therapy, nutritionists and other relevant professional associates and occupation-specific channels- Medium-term (3-8 months)

Plan to send job postings out to individuals and organizations DSP previously interacted with during the engagement sessions - Short-term (1-2 months).

# Enhancing Recruitment | Strengthen Targeted Outreach

## Targeted Outreach: External Engagement Pathways



**Hold Recruitment Awareness Sessions through University Alumni and Professional Associations:** Collaborate with program leads, alumni offices, and professional associations such as the Nova Scotia College of Social Work (NSCSW) to promote DSP roles through recruitment awareness sessions. Involve current staff to share their experiences and highlight the purpose-driven, innovative nature of the positions. Based on the engagements, it was suggested that these active approaches and engagement can be effective in reaching individuals with the required skills and aligned values.

**Recommendation 1E:** Following our outreach, we have identified interest. The next step is to engage these organizations for additional recruitment sessions.

**Proposed Implementation Timeframe:** DSP Leadership to begin planning recruitment sessions with academic partners such as Dalhousie, NSCC, and Cape Breton University for recruitment awareness sessions. Short-term – (1-2 months)

### JOB FAIR



**Create Strategic Schedule of Job Fairs and Events:** Attending relevant provincial, academic, and community hiring events to promote DSP careers and raise awareness can be a strategic way to strengthen ongoing partnership, while also highlighting the new roles for interested applicants. Based on the engagements, we heard that in-person events helps to raise awareness of DSP's work, build trust and allow potential applicants to ask questions they might not otherwise raise online.

**Recommendation 1F:** Identify and prioritize regional and academic job fairs, (e.g.: HRM Job Fair, BIPOC Job Fair, Dartmouth General Hospital African Nova Scotian Job Fair, Nova Scotia Works Spring Job Fair, Halifax Job Fair and Training Expo, Dalhousie University Job and Career Fair and Halifax Universities Career Fair). Deploy a recruitment team that includes current LAC, IPSC, or EFAC staff to represent DSP and share their experiences.

**Proposed Implementation Timeframe:** Prepare schedule of relevant job fairs in alignment with hiring strategy needs - Medium-term – (3-8 months)

# Enhancing Recruitment | Purpose and Quality of Life-Driven Value Proposition

This section outlines staff-led recruitment strategies aimed at presenting a purpose-driven and quality-of-life value proposition to potential applicants. The purpose-driven aspect emphasizes involvement in transformational, systems-level change that positively impacts clients' lives. The quality-of-life benefit highlights regular working hours, offering better work-life balance compared to shift work. Together, these factors create a compelling case for candidates.



# Enhancing Recruitment | Purpose and QoL-Driven Value Proposition

Staff consistently cite the opportunity to make a meaningful impact as a key reason for joining and staying with DSP, viewing the work as more than a job but a commitment to compassion, flexibility, and dignity. However, this purpose is not always clearly communicated publicly. To attract values-driven candidates, recruitment materials must authentically reflect DSP's mission, culture, and impact. Additionally, quality-of-life factors, such as regular hours and a supportive work environment, are important benefits that should be highlighted when applicable.



**Promote DSP's Transformation as a Unique Recruitment Value:** Position DSP's ongoing transformation as a central part of its recruitment narrative to attract candidates who are motivated by innovation, systems change, and the opportunity to shape a more person-centered future for disability supports in Nova Scotia. Newly hired staff shared that the transformation of DSP, especially through the Remedy and the creation of the new roles, is energizing and offers a chance to work differently.

**Recommendation 2A:** Incorporate the transformation of DSP as a key message in all recruitment materials by creating a "Join the Change" or "Help Shape the Future of Disability Support" section in job postings, info sessions, and social media outreach. Clearly outline how the organization is moving toward a more person-directed, community-connected model, and how the LAC, IPSC, and EFAC roles are central to this shift.

**Proposed Implementation Timeframe:** Short-term – (1-2 months)



**Highlight Caseload, Work Hours and Flexibility:** Ensure all job postings clearly communicate DSP's full value proposition, including flexible work options (i.e.: standardized working hours as opposed to shift work), professional development, expected caseload and benefits. Staff shared that what makes these new roles appealing is the flexibility and autonomy to make decisions, and the supportive environment. However, they noted that this may not be clearly articulated up front, which may lead to mismatched expectations around the roles.

**Recommendation 2B:** Revise job postings to include a dedicated section titled "What We Offer" or "Working at DSP" that outlines both tangible and intangible benefits. Highlighting flexible working arrangements, opportunities for growth, and benefits attract candidates who value meaningful work-life balance and ongoing development.

**Proposed Implementation Timeframe:** Short-term – (1-2 months)

# Enhancing Recruitment | Purpose and QoL-Driven Value Proposition



**Embed Purpose-Driven Messaging in Job Postings:** Integrate DSP’s mission, values, and impact into all job-related postings, social media content, and information sessions, to attract candidates who are motivated by meaningful, community-centered work. [This sentiment was shared by staff during engagements and reflected in the jurisdictional scan, which identified similar factors attracting support staff \(in roles like healthcare\).](#)

**Recommendation 2C:** Revise the job postings and recruitment materials to center on the “why” and reflect the values and benefits of each role.

**Proposed Implementation Timeframe:** Short-term – (1-2 months)

# Enhancing Recruitment | Leverage Existing Staff for External Recruitment

The strategies in this section outline how the existing staff can and should be utilized to communicate the value proposition of the roles. Staff-led storytelling, peer referrals, and informal word-of-mouth were seen as the best way to communicate this purpose- and quality-of-life driven value proposition. Staff are seen as a trusted and reliable source of information. As such, amplifying their positive experiences in the roles can attract candidates whose expertise, experiences and values align with DSP's needs.

# Enhancing Recruitment | Staff Led Recruitment

During engagement sessions, staff and partners highlighted DSP employees' vital role in recruitment. As trusted community voices, current staff effectively embody DSP's values, mission, and work experience. Activating them as recruitment ambassadors can amplify peer stories, enhance community credibility, and extend outreach through personal and professional networks. Promoting a culture of shared recruitment responsibility can help identify and attract values-aligned candidates while strengthening staff engagement.



**Leverage Peer Storytelling Across Channels:** Capture and share real staff stories, through written profiles, DSP webinar session, or social media posts, to offer authentic insights into their work. *Based on the engagements, staff shared that peer voices were more relatable and trustworthy than formal descriptions, especially for those unfamiliar with DSP or hesitant about applying.*

**Recommendation 3A:** Have the Change Management and Communications team develop storytelling features highlighting current LAC, IPSC, and EFAC staff experiences. Focus on why they joined, unexpected aspects of the role, and their motivation. Share these stories via DSP webinars, public channels (e.g., Facebook, LinkedIn), and job fair materials. New staff have expressed willingness to contribute quotes and experiences to support this recruitment strategy.

**Proposed Implementation Timeframe:** This should be implemented in the **Short-term – (1-2 months)** with the immediate next steps to identify staff to highlight and take quotes from.



**Engage Staff in Local Recruitment Efforts:** Support staff participation in community hiring events or information sessions, especially in rural regions where staff presence can build trust and visibility. Involve LACs to attend outreach and job fairs to connect with community members who may be interested in working at DSP. *Based on the engagements, staff shared that their networks appreciate face-to-face interactions to reduce hesitation around applying.*

**Recommendation 3B:** LACs are predominately responsible for maintaining local community relationships, are well-positioned to identify recruitment opportunities. Provide them with a DSP recruitment package outlining LAC, IPSC, and EFAC roles. Whenever possible, pair LACs with recruitment or EPDU team members to support candidate outreach at community hiring events and information sessions.

**Proposed Implementation Timeframe:** **Medium-term – (3-8 months)**

# Enhancing Recruitment | Staff Led Recruitment



**Empower Staff as Recruitment Ambassadors:** Connect with DSP staff who are in the new roles, to see if they are willing to share their job postings within their networks. Also, encourage DSP staff to refer their networks to these positions, seeing as they interact with a variety of partners and have access to people who may be interested in applying to the new roles. *Staff shared they're already acting as informal ambassadors but lack tools to speak about DSP roles clearly and consistently.*

**Recommendation 3C:** Promote the initiative through DSP Webinars, and team meetings, emphasizing that staff are trusted ambassadors for DSP. Include a section on the DSP Resource Library site on how one can participate in this referral program. Recognize and celebrating referrers through internal spotlights (team meetings and webinars), to incentivize referring new staff.

**Proposed Implementation Timeframe:** Have EPDU PMs and DP coordinate the development of a simple referral program where staff can recommend individuals from their networks using a short online form. Proposed Implementation Timeframe: Development of the referral program **Short-term – (1-2 months).**  
Launch of the referral program **Medium-term – (3-8 months)**



**Encourage Staff to Build Community Credibility:** Invest in building authentic relationships with communities to position DSP as a trusted, values aligned employer. Focus on consistent presence, partnership, and follow through to create a positive reputation that encourages long-term interest in DSP careers. *Based on the engagements, staff emphasized that sustained, genuine engagement is more effective than one time recruitment pushes, especially in historically underserved or equity deserving communities.*

**Recommendation 3D:** Team Leads will ensure staff, especially those in community facing roles like LACs, will be required to attend local events, join working groups, or participate in community events/tables to build reciprocal relationships by sharing updates on DSP initiatives and listening to local priorities. Recognize these relationship-building efforts internally as critical for long-term recruitment success.

**Proposed Implementation Timeframe:** Medium to Long-Term: (2 months-8 months)

# Literature Review | Overarching Themes

# Literature Review | Overarching Themes

The purpose of conducting the literature review was to ensure the recruitment strategy for the LAC, IPSC, and EFAC roles are evidence-informed and aligned with what attracts values-driven candidates.



**8 peer reviewed articles** were summarized

**Key findings from the Literature Review include the following:**

- **Meaning and Identity Drive Motivation**
  - Staff are most motivated by roles that offer personal meaning, fulfillment, and align with their values.
  - ❖ Recommendation for Recruitment: Embed purpose-driven language in job postings, and include staff quotes and storytelling that highlights the value and identity-alignment of the work.
- **Supportive Environments Increase Retention**
  - Manageable caseloads and strong supervisory support reduce burnout and increase engagement.
  - ❖ Recommendation for Recruitment: Recruitment materials highlighting smaller caseloads (20-25 vs. 100+), team collaboration, and supportive leadership structures are more effective in attracting applicants.

# Literature Review | Overarching Themes

Key findings from the Literature Review include the following:

- **Stability and Growth Still Matter**
  - While not the top driver, salary, benefits, job security, and career development remain essential.
  - ❖ Recommendation for Recruitment: Clearly outlining flexibility, and benefits alongside pay within recruitment material resonate more strongly with applicants.

**The literature review informed the strategy in other ways as well. They include:**

- Informing messaging tactics for internal webinars, alumni outreach, and other promotion methods.
- Framing job postings to reflect intrinsic motivators (purpose, impact), extrinsic supports (pay, benefits), and situational factors (caseloads, culture).
- Validated engagement findings that emphasized staff alignment with DSP's mission and desire for authentic, inclusive recruitment practices.



# Intrinsic Motivations | Literature Review Findings

**Job Category:** General medical staff  
(physicians, support staff), and Nurses

**Article(s) referenced:**

- <https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2023.1157823/full>
- <https://bmcnurs.biomedcentral.com/articles/10.1186/s12912-019-0373-8>



## Overview of Findings

Li et al. (2023), *Frontiers in Psychology* looks at the, **intrinsic drive of medical staff**.

This study explored what drives healthcare staff in Chinese hospitals and found that internal psychological satisfaction, like a **sense of meaning** and **self-actualization**, was the strongest motivator for medical workers. Employees felt more energized and committed when they believed their work had a positive impact on others and aligned with their personal values.

Intrinsic drivers were more influential than extrinsic rewards, especially among those who worked in high-stress roles.

Ayalew et al. (2019), *BMC Nursing* looks at the, **job satisfaction and motivation among nurses in Ethiopia**.

The study revealed that **patient care itself**, not monetary incentives, was the top reason nurses stayed in the profession. Participants highlighted **empathy, the desire to ease suffering, and joy from helping others** as core drivers. **Skill mastery** and the **ability to grow professionally** in service to others also mattered deeply.

Even in low-resource settings, the emotional reward of helping someone recover motivated continued commitment.



## Recommendation for IPSC Job Posting

### 1. Emphasize purpose-driven work

- Language should speak to making a real difference in people's lives and contributing to community wellbeing.
- Consider phrases like:
  - "Help improve care outcomes in your community"
  - "Be part of a team that puts people first"

### 2. Speak to internal fulfillment

- Emphasize opportunities for meaningful human connection, empathy, and compassion in daily tasks.
- Consider saying:
  - "Find fulfillment in supporting clients through life's transitions"

# Intrinsic Motivations | Literature Review Findings

**Job Category:** Informal caregivers (family-based, unpaid care roles)

**Article(s) referenced:** • <https://www.tandfonline.com/doi/full/10.1080/08870446.2023.2249538>



## Overview of Findings

Brereton et al. (2022), Health Psychology Review looks at, the motivations behind informal caregivers providing care.

This qualitative meta-synthesis examined informal caregivers and found that many were driven by **relational** and **moral motivations**, such as love, empathy, a sense of duty, and moral obligation.

Caregiving was seen as a core part of personal identity, especially when tied to cultural values or family dynamics. The work was rewarding when it aligned with participants' belief systems.



## Recommendation for IPSC Job Posting

### 1. Appeal to values and personal identity

- Highlight how the job is more than just a job, it's about who you are and what you stand for.
- Consider phrases like:
  - “Work that reflects your values of dignity, respect, and care”
  - ”Join a team that sees caregiving as a calling”

### 2. Show alignment with culturally grounded values

- Recognize that many applicants are drawn to roles because of intergenerational caregiving traditions, faith, or a desire to support their communities.
- Consider saying:
  - ”Support culturally responsive, community-centered care”

# Extrinsic Motivations | Literature Review Findings

**Job Category:** General healthcare workers  
(doctors, and nurses)

**Article(s) referenced:** • <https://www.tandfonline.com/doi/full/10.2147/JMDH.S433813#d1e1207>



## Overview of Findings

Kangasniemi et al. (2023), Journal of Multidisciplinary Healthcare, looks at **what provides healthcare workers job satisfaction**.

This study found that healthcare workers **value salary, benefits, and job security highly**. These extrinsic motivators are foundational to job satisfaction and retention. Competitive compensation packages, along with benefits like health insurance, are seen as indicators of organizational commitment to staff welfare.

However, while compensation is important, it is most effective when paired with opportunities for growth and a supportive work culture.



## Recommendation for IPSC Job Posting

### 1. Clearly outline compensation structure

- Provide transparent information about salary ranges, benefits, bonuses, and any other incentives offered.
- Example posting line:
  - “Competitive salary and comprehensive benefits package, including health insurance, paid time off, and more”

### 2. Highlight growth opportunities

- Ensure job postings mentioning ongoing training, and career development paths.
- Consider saying:
  - “Access continuous professional development and career advancement opportunities”

# Extrinsic Motivations | Literature Review Findings

**Job Category:** Healthcare professionals, frontline nurses, doctors, and health staff

**Article(s) referenced:**

- <https://pmc.ncbi.nlm.nih.gov/articles/PMC9559882/>
- <https://www.frontiersin.org/journals/psychology/articles/10.3389/fpsyg.2022.949153/full>



## Overview of Findings

Karaferis et al. (2022), National Library of Medicine, looks at **motivational factors influencing healthcare workers in low-resource settings**.

This study identified that healthcare workers in low-resource settings are highly motivated by **recognition for their hard work** and **appreciation from peers and management**. Positive feedback and public recognition lead to increased engagement and job satisfaction.

It also found that recognition from patients or peers is often just as motivating as financial incentives.

Shan et al. (2022), Frontiers in Public Health, looks at **public responses toward healthcare workers and how that influences their work engagement**.

This research stressed the importance of feedback, appreciation, and rewards in enhancing motivation. Healthcare workers are more likely to stay engaged and perform well when they receive positive feedback and are rewarded for their efforts.

The study noted that monetary rewards are important but often take a back seat to recognition from leadership and colleagues.



## Recommendation for IPSC Job Posting

### 1. Emphasize positive feedback culture

- Promote the feedback-driven culture, where employees receive constructive feedback and acknowledgement for their performance.
- Example posting line:
  - “Join a team that values open communication and provides regular feedback to help you grow professionally”

### 2. Reward programs and incentives

- If applicable, highlight the incentives (e.g., performance bonuses career advancement opportunities) in your postings.
- Consider saying:
  - “Our competitive reward programs include bonuses for outstanding performance”

# Situational Factors | Literature Review Findings

**Job Category:** General healthcare workers  
(mainly nurses)

**Article(s) referenced:** • <https://pmc.ncbi.nlm.nih.gov/articles/PMC10443294/>



## Overview of Findings

Galanis et al. (2023), National Library of Medicine, looks at **workload and stress as predictors of job burnout among healthcare professionals**.

This study examined the relationship between **workload** and **job burnout**, revealing that excessive workloads and long working hours were significant predictors of stress and burnout. High pressure from managing multiple patients and long shifts led to lower motivation and decreased job satisfaction.

It was found that adequate rest, manageable patient-to-staff ratios, and workload balance played a key role in maintaining motivation.



## Recommendation for IPSC Job Posting

### 1. Highlight manageable workloads and patient-to-staff ratios

- Emphasize the balance of workload and the provision of adequate resources to ensure a reasonable job demand.
- Example posting line:
  - “Join a team where manageable workloads and clear support structures ensure success”

### 2. Stress empowerment and autonomy

- Encourage candidates by emphasizing the autonomy and decision-making power in their roles.
- Consider saying:
  - “Take charge of your work and collaborate with supportive teams to make impactful decisions”

# Situational Factors | Literature Review Findings

**Job Category:** General healthcare workers  
(doctors, and nurses)

**Article(s) referenced:**



## Overview of Findings

Vink et al. (2018), International Journal of Nursing Studies, looks at how the **work environment as a predictor of healthcare worker well-being**.

This study examined how the work environment, including both physical space (e.g., hospital conditions) and organizational factors (e.g., support from management, teamwork), impacts healthcare workers' motivation. A positive work environment with supportive management, clear communication, and a collaborative culture led to higher job satisfaction and a greater sense of accomplishment.

A lack of resources, poor management, and toxic work cultures were linked to lower motivation and higher burnout rates.



## Recommendation for IPSC Job Posting

### 1. Promote a positive work culture

- Stress the importance of a healthy work culture, open communication, and a focus on employee well-being.
- Example posting line:
  - “Join a team that values respect, transparency, and collaboration in all aspects of work”

### 2. Showcase operational support

- Highlight IPSC’s commitment to providing the necessary tools and resources to ensure employee success and satisfaction.
- Consider saying:
  - ” Be part of a team where leadership is engaged and committed to your success”