



THE 2020 SOCIAL POLICY FORUM: DESIGNING A SECTOR-WIDE HR STRATEGY



THE FEDERATION
of COMMUNITY SOCIAL SERVICES *of* BC

Altogether better.

Strong, Sustainable Community Social Services

For the past 4, years The Federation's Social Policy Forum has been focused on the elements necessary to create a stronger and more sustainable social services sector—one that is grounded in active reconciliation, one that inspires and enables people to spend their career in service of others, one that provides those working in the sector with the training and ongoing support they need, and one that is coordinated across silos and sub-sectors. The 2020 Federation Social Policy Forum continued this commitment by creating space for the kinds of dialogue and deep thinking that are needed to respond to the issues we are facing.

Designing A Sector-Wide HR Strategy

In some ways, BC's community social services sector has never felt more vulnerable. We are facing a challenging labour market, increasing needs of the people we serve, and a socio-political environment that can be quite polarized when it comes to issues of social justice and well-being. In other ways, the sector is perhaps at its strongest in years with various new opportunities resulting from years of calling attention to the big issues that threaten the strength and sustainability of community-based social care.

The 2020 Social Policy Forum focused on one specific area of opportunity that lays before us. Thanks to the work of the Social Services Roundtable and the Social Services Labour Market Research Project, there is a very real possibility of being able to create a human resources strategy for BC's community social services sector.

The second half of the forum was dedicated to exploring what this could look like and how it could work. We know what the problems are; participants were challenged to begin designing the solutions!

Staff and leadership from government and the community social services together were empowered to imagine new ways of working and to dream of what might be possible. They staked out the boundaries of their vision—the things to remove, stop, encourage, expand, keep, avoid, mitigate, reinstate, encourage, and create—and then identified the key questions and issues that resulted. These were explored and discussed and then key considerations were determined for some of the most pressing questions that emerged.

This report contains 11 of those questions and the key considerations that were identified for each. There are additional notes and comments for each question as well as an appendices containing the results of the initial high-level mapping exercise and a breakdown of the event's design and structure.

QUESTIONS AND CONSIDERATIONS

Question 1: How do we collaborate more and better with secondary and post-secondary institutions?

Key Considerations

- Conduct an analysis of enrollment in post-secondary programs related to the community social services sector. What are the trends?
- The government should make strategic, targeted investments in specific fields of study at post-secondary institutions.
- The Federation should act as a conduit or link between post-secondary schools and community organizations.
- Community organizations explore ways to have a stronger presence in secondary schools.
- Explore formal partnerships with universities to receive practicum students, co-op placements, or apprenticeship opportunities.
- Explore government-funded incentives for graduates who work for social services organizations (beyond a probationary period).

Other Notes

- Having more of a presence or identity in high schools—representing jobs, positions, programs, and organizations
- Federation as an advocate for better post-secondary opportunities
- Communicate the 'climate' of the sector to post-secondary institutions
- Pitching projects to high schools on behalf of organizations
- More formal partnerships with universities and practicum supervisors
- Partnerships with universities through board membership
- Incentives for post-secondaries—employment completion bonus (after probation)

Question 2: How do we create an environment in which the government and community social services sector can be transparent with each other?

Key Considerations

- Consultation without action undermines trust.
- Develop or create friendship opportunities between the government and the sector where people can meet each other as people.
- Shared training or professional development opportunities for the purpose of relationship-building (learning together would be a bonus outcome); this would help both parties learn to trust the expertise of the other.
- Focus more on the collective mission and less on the funding transaction.
- Secondments where sector staff and government staff work in each other's locations to get experience in each other's shoes.
- Provide core funding to advocacy organizations like The Federation to speak on behalf of the service providers

Other Notes

- This question is about trust. How do you create trust?
- Secondments promote mutual understanding and goodwill
- Projects are often started but not followed-through
- Utilize the expertise of service providers
- Policymakers and funders should have to meet with community experts
- Better communication (so both can trust that they are getting all the info they need)
- Focusing on funding transactions is polarizing and takes the focus away from serving the client; flip the conversation and focus on mission first
- Social sector work is a career and not an entry-level job; there should be adequate funding and recognition of the sector's expertise
- Understand that building trust takes time and dedicated resources
- Build trust by taking on projects together—create together
- We share common problems (ie, turnover)
- Name and identify punitive conversations when they happen
- Joint government-sector leadership book club: "Speed of Trust"
- The Roundtable is a trust builder and a good example of meaningful collaboration
- Concrete outcomes are good and it is important to communicate regularly about progress and results

Question 3: How do we ensure that government and contracts empower the sector rather than restrict it?

Key Considerations

- The Social Services Roundtable and working groups continue to be developed and evolved.
- Social outcomes should be included in legislation and contracts.
- Ensure that middle layers of bureaucracy can carry on in spite of changes in government and political shifts.
- Don't start with the money; start with the issue that needs to be addressed.
- The procurement process should have an empowerment lens and procurement should be done in a consistent way regardless of changes in government.
- Working groups focused on recruitment and retention.

Other Notes

- Is there a trusting relationship?
- Unified voice across the sector
- The roundtable to address issues; more working groups to do so
- View the sector as the expert
- Involve the people who make financial/monetary decisions in the process of determining priorities and outcomes
- Make prevention a higher priority than intervention
- Identify common social goals and outcomes that everyone knows to aim for
- Build relationships among the bureaucracy, not just the political level
- Roundtables ensure long-term sustainability when the government changes
- Building relationships/partnerships on all levels with the government to ensure trust as governments change
- Better local relationships between MCFD and agencies
- Embed social outcome goals in legislation
- More conversations within the sector regarding processes
- Review processes for procurement; get sector input on procurement processes
- Shared training at all levels (management, service delivery, etc)
- Address service delivery level change management to help sustain the changes
- Keep a big-picture view

Question 4: What do we need to do to increase the value of the community social services sector?

Key Considerations

- Increase community profile; marketing campaign that tells the story about the sector and the impact it has.
- This is a feminist issue; this is not “women’s work”
- Change the name from “charity” or “non-profit” or “social services” to something that better describes what we do like “social benefit” or “community impact” or “community growth” etc.
- We are preventative; early intervention means less expense, less effort, fewer crises later on.
- We need a study to show the social impact of the sector (similar to the one Victoria Foundation and UVic did on the economic benefit of the sector in Victoria)

Other Notes

- Monetary investment in the sector
- Destigmatize “social services” so people understand that it’s not just for the poor or “outcasts”
- Rebranding the sector; increase community profile
- Emphasize the importance of “community” as a starting point for health
- Get rid of the “non-profit”
- A campaign about the opportunities to form relationships
- We can bring Indigenous sensitivity to all sectors
- A marketing and education campaign to tell our collective stories from a birds-eye view
- Hold sacred the work that we do
- Study the social services sector so we have more information to share
- The sector is invisible to the public until they need it; even then they may not realize it
- Use the language we want others to use about us (and to describe what we do)
- Ontario Nonprofit Network as a model
- Change the narrative; why are health and education valued by the public but social services still has a stigma
- Share the reasons why we love to work in social services

Question 5: How do we stop needing emergency placements?

Key Considerations

- Capacity—Having adequate placements for children who can be cared for by skilled and trained staff or other agencies as well as early-intervention resources.
- Better training practices for frontline workers and parents.
- Barrier-free (and judgement-free) services and resources for families, foster parents, and service providers; greater access to new and existing resources.
- Capacity and emergency plan in place in every city or town (foster parents & group homes)
- Wrap-around services for children/youth to help biological parents, kin carers, foster parents or group homes (e.g., the “mockingbird model” to support biological families); preventative in-home supports.
- Combine services for foster families and contracted agencies.

Other Notes

- Have a plan; capacity planning
- Not knowing how long the child will be with you creates staffing issues
- Need more skilled staff to work with complex behaviour (which comes with a cost)
- A house available that agencies could put staff into
- More continuum placements; more continuing care
- Getting to families earlier; invest money and resources earlier so crisis does not occur; preventative models
- We can't be the only answer
- More resources and supports in different languages to support new immigrant needs
- Sharing info/resources among agencies
- Discrepancy funding for emergency placements
- More trauma-informed processes
- Supports in other areas of the child's life (school, health protections) so it's not always on the agency; the crisis doesn't need to have as big of an impact
- Attract more people to work in the sector
- Increase capacity for placements

Question 6: Would the sector benefit from centralized HR services? Who needs to come together to create a centralized HR service for the sector?

Key Considerations

- Many gaps in the sector's HR spectrum.
- The biggest barriers include getting buy-in and agreement on the uniformity of certain systems such as benefit insurance.
- Create a fee-for-service membership model.
- Federation could source this out and/or create it for the sector (much like they have sourced out insurance benefit providers)

Other Notes

- Who needs this HR service? Small to mid-sized agencies; large agencies that already have HR systems wouldn't benefit
- Important that the service appeals to agencies to that they'll buy in (something specifically addressing the existing gaps in the HR service spectrum)
- Model it after the EAP program (could be a tiered plan)
- A labour law firm partners with the Federation (advice, policies, education, etc)
- Potential partners: CSSEA's HR practitioners group (non-union agencies would have to be included again) or a roundtable of chartered professionals of HR
- Roles for HR service: centralized job postings, headhunting, pre-screening for jobs, fleet insurance, health plans, benefits, shared payroll and finances, career development, succession planning, human rights expertise, performance management issues, trend mapping, addressing barriers to hiring
- So many gaps in the HR aspects of our service spectrum

Question 7: How can we work better as organizations to collaborate, share costs, resources, solve problems, and learn together?

Key Considerations

- There are benefits to co-location—sharing overhead and expertise (i.e., clinical supervision, pools of casual labour), building capacity, physical and human resources sharing.
- Enables community roundtables about sector concerns and strengthens relationships across agencies.
- Virtual collaboration and/or a web portal for the sector (to post jobs, recruit, inspire, support each other, advertise, register for things, offer training).
- Collaboration and engagement with funders would also help strengthen proposals and would allow both parties to educate each other about what they need and what they do.
- Building stronger connections with Indigenous communities through partnerships.
- Federation could capture and share best practices, new ideas, strong policies; facilitate and/or share collaborative HR practices or tools.
- The United Way is moving towards capacity building and strengthening organizations (especially in smaller communities).

Other Notes

- Collaborative purchasing and/or storage (for donations, furniture, etc)
- Consider non-traditional partnerships (e.g., with business who want to do social good)
- Co-locating with MCFD affects service delivery and competition for funding
- Co-location often require similar values and/or vision
- Sharing positions that are in demand or lacking (clinical supervision)
- More partnership needed with community funders
- Connect bureaucrats with service delivery and vice versa
- Ensures more organizations have voice at roundtables, committees, etc.
- A vetted and shared pool of clinical supervision and clinical support
- Pools of labour or resources by geographic region
- Bring funders and bureaucrats into community more to see the work
- Co-location is person-centred (e.g., based on client groups)

Question 8: How do we use UNDRIP as a lens across all organizations?

Key Considerations

- UNDRIP has only been implemented in BC.
- Develop or revise your policies; use it as a guiding principle in your company policies, rules, or strategic plans.
- Hire more Indigenous people. Learn the history.
- Include UNDRIP in contract proposals; include partnerships with Nations.

Other Notes

- Acknowledgements bring in Indigenous culture; an entry point
- Promote cultural activities; cultural competency training
- National Indigenous day as a public holiday
- Decolonize your policies
- Expansion of bereavement leave to reflect different family statuses
- Be okay with making mistakes and stay open to learning, start the dialogue and/or keep the dialogue going
- Acknowledgement of cultural holidays
- Talk about it at staff meetings
- Partner with Nations on project and initiatives and proposals
- Rethinking accreditation but keeping it a priority
- Learn what community you are operating in; which nation's land you are on

Question 9: How do we address the wage disparity?

Key Considerations

- Union vs non-union wages.
- Wage compression between management and non-management.
- Social services sector vs health and education sectors.
- Should be more representation by associations and advocates (like The Federation) during wage negotiations.

Other Notes

- Contract requirements vary greatly
- Wage disparity between sectors is more important and needs to be addressed more than union vs non-union wages within the sector
- Wage parity
- Provide education funds
- Disparity also between MCFD and DAAs; disparity between different service areas
- Needing to use other funding to top up wages.
- Whole-sector strike (but no one wants to do this).
- Reiterate our importance and imagine what BC would look like if the sector did not exist.
- Causes retention issues; loss of staff; employees feel undervalued
- Consider also the cost of non-salary benefits
- Include admin and management wages in contracts

Question 10: How do we keep technology systems and equipment current?

Key Considerations

- Equipment becoming obsolete is a challenge; low budgets can't keep up with the fast pace of change.
- Administration's ability to be strategic to cover IT needs is limited; changes are often affected by crisis/reaction rather than strategy/prevention
- Succession planning for IT is critical but challenging based on capacity and availability. IT knowledge is often localized and can be lost when people leave. Other organizations often lack IT roles altogether.
- Technology can help lead to better outcomes and/or cost-savings.
- Both hardware and software are often needed (applications, phone systems, refurbished technology); both needs to be considered.
- Evaluate technology risks and opportunities; understand the benefits of technology systems.

Other Notes

- What technology do we actually consider "current"?
- Training adequately—eliminate the fear of technology and learning new systems
- Corporate sponsorships?
- Work on policies around data use
- Technology budgets are often low priorities
- Funders could provide central IT/help desk services and provision (like BC Housing)
- Develop relationships with the tech community
- Shared systems for agencies
- Lacking internal IT departments
- Appropriately funded admin support is usually lacking
- How do we demonstrate the value of admin/tech requirements (especially when negotiating contracts)?
- Costs less in the long run
- Add requirements around technology skills when hiring
- Limited staff time to learn new tools and systems
- Focus on your users/clients

Question 11: How can we reframe admin as critical support infrastructure

Key Considerations

- ❑ We need to change the narrative around “admin” work in general; shift the perception that overhead takes away from service delivery.
- ❑ In reality, overhead and admin are absolutely required to meaningfully provide services; low levels of admin support actually restrict/inhibit client outcomes.
- ❑ Restore funding levels to what they were previously (12%). Funding levels should more accurately reflect labour market conditions. Restrictions around admin levels reveal a fundamental mistrust of agencies.
- ❑ Organizations are forced to “hide” overhead costs in program budget lines, giving the false impression that 10% is possible. Funding should be to organizations not just “services;” a new funding model is needed.
- ❑ Assuming organizations can cover essential infrastructure with other unrestricted funds can reinforce inequality in poorer/smaller communities.
- ❑ Use best practices/standards of HR, IT, Admin from other sectors or from government or capital projects to determine what the ratios should be.

Other Notes

- The research about the value of admin support is clear; we need to make this fact better known among funders and the public
- Can we have a standard definition of “admin” or “overhead”?
- Demonstrate the value of money spent on admin
- Label ALL of the key ingredients of a sustainable agency: finance, admin, HR, QA, comms, R&D, contingencies, programs, management, etc... Create separate budget lines for each
- Don’t include management/leadership in “admin”
- Admin costs are legitimate, real, and necessary
- Requires perception/attitude change
- Geography exacerbates the problem
- Flexibility is required to do meaningful work
- Consider research related to organizational capacity and infrastructure
- Admin costs don’t take away from service effectiveness, they enhance it
- Some restrictions are arbitrary and force organizations to undercut themselves
- Skimping on admin and overhead creates very real risks (to people and the

organizations and the funders)

- How do we get the funders to understand the importance of admin?
- Need to change the perception of our sector as charities that should “volunteer” our time when it isn’t paid for or magically make admin not cost anything
- “Admin fees” language suggest a “front desk” service but it is more than that; it’s core funding and an ongoing need
- Little consideration of true market value of this work
- Affects recruitment and retention a lot
- Funding programs versus organizations (ongoing expenses for existing orgs)
- Admin roles are more than answering phones; they are the first point of contact, a navigator, and often have tons of institutional/organizational knowledge
- Short term funding and contracts makes hiring hard, future of roles and positions is unknown
- Administrative costs vary over time and program stage
- Don’t call it admin; make it a % of each service
- Forces sacrificing to save costs (face to face meetings, travel, training and orientation are often first to go but are vital)
- Other businesses and the government have contingency funds; why don’t we?
- Staff have to pay out of pocket and/or risk safety; this wouldn’t fly in government or health sectors

Appendix A: Design and Structure

Part One: Mapping

In Part One, participants were asked to identify a high-level road map—staking out the bounds and expectations. Over four rounds of table topics they mapped out:

- ❑ **Round One: Things to STOP or END.** These are the things that have happened in the past that participants want to stop, remove, and/or learn from—things they don't want to be part of HR in the sector moving forward.
- ❑ **Round Two: Things to KEEP or BUILD UPON.** These are the things that have happened that participants want to encourage, build upon, expand, and/or keep—things they want to keep as part of HR in the sector moving forward.
- ❑ **Round Three: Things to AVOID or PREVENT.** These are the red flags and dealbreakers participants think we should watch out for as we begin building something new—things that may happen in the future that participants want to deter, exclude, mitigate, avoid, and/or prevent from happening.
- ❑ **Round Four: Things to CREATE and INCLUDE.** These are the desired aspects and specifications that participants want to include, allow, fund, reinstate, and/or build as we move forward together.

At the end of round one, participants were asked to walk around and look at what other tables had written during each of the four rounds and consider the ideas and aspects that resonated most with themselves. Over a refreshment break, they picked their top issue or idea or constraint and framed it as a question (i.e., "How do we ensure...?" or "Who needs to be involved so that we can...?"). They then voted on each others' questions and the top twelve questions became table topics for round two. (Two tables chose to focus on the same question which is why there are 11 questions identified in this report.)

Part Two: Constraints and Considerations

Over three rounds, participants moved from table to table and discussed the most important ideas, comments, concerns, barriers, aspects, next steps, and questions related to their table topic. In the third and final round, each table documented the highlights of their conversations on a "harvest template" handout identifying the **KEY CONSIDERATIONS** and related notes.

Appendix B: Part One Notes – High Level Mapping

Round One: Stop/End/Remove/Don't

- Round 1 Stop health and education from poaching staff we've invested in.
- Remove cost to onboard.
- End needing more than one job in this sector to make a living.
- End excessively lengthy screening process.
- End under paid essential service workers.
- Stop initiatives being wiped out when governments changes. No more "political flavor of the day".
- End under supported HUB.
- End underfunded frontline workers.
- Stop competition for funding.
- End silos working in isolation.
- Stop gender inequalities in wages and positions.
- Stop using one year/pilot funding, this creates instability.
- Stop not funding support/clinical supervision for direct care staff.
- Stop contracts being delivered after services are already complete.
- Stop inadequately funded contracts (self-funded portions; one year contracts).
- Stop underfunding leadership and professional development in contracts.
- Stop undervaluing lived experience.
- Stop long processing times for criminal record checks and HUB screening.
- End non-livable wage jobs.
- Stop funding union/non-union staff doing similar jobs at different wage levels.
- Stop wasting time and not following through GNPI gathering 2009 – trust invest and no outcome.
- Stop throwing people into work without proper training
- End issue with frontline staff making more than managers
- Stop delays in CRC's – that means losing EE's
- Stop lack of credentials, can't track, can't access.
- Stop the MCFD tracking and reporting for the wage enhancement funding and just give the child care centers the increase in staff/ECE pay.
- End confusing HUB processes. Grandparents and other potential caregivers are embarrassed and confused by the HUB process. Computer illiteracy is an issue.
- Stop HR departments from not conferring with the manager who needs staff, as to a good fit for a specific program.
- End culturally unsafe screening processes such as the HUB.
- Stop unilateral decisions in government with asking the sector.
- Stop wait times in HUB/MOJ
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- Stop compartmentalizing training strategies that prepare people for the reality of the social sector i.e. mental health.
- End lack of alternative approaches to measuring safety.
- Remove rigid expectations for job roles.
- Stop non-transferable MOJ/HUB screening.
- Remove strategies that prevent people from working.
- End wage compression.
- Stop emergency placements.
- Stop short contracts.
- Stop using non Canadian accreditation bodies.
- Stop approaching indigenous methods with a colonized standard.
- Stop using colonized and western models to understand culturally based.
- Stop moving so fast, slow down and find a way to include everyone to the solution.
- Stop being reactive, be responsive.
- Stop late negotiations.
- Stop reacting. Stop being so crisis driven.
- Stop focusing on reports and numbers.
- Stop looking at specific indigenous communities and programs.
- Stop only paying attention to land and popular newsworthy agencies.
- Stop one year contracts.
- End staff being overworked, this leads to poor retention and poor outlooks.
- Stop one time funding for service delivery, make it ongoing.
- Stop ministries from poaching staff. Make it an even playing field.
- End completion for employees.
- Stop funding below living wage rate.
- Stop undervaluing training funds (leaders and staff).
- Remove micromanagement by funders.
- End roles based on gender in the social services workplace, for example, frontline workers are only woman, while leadership and management is given to men.
- End wage discrepancy.
- Stop the lack of diversity in workplace.
- Stop the lack of transparency in contracting same types of contracts.
- Stop how long it takes to get criminal record checks when wanting to bring on new employees.
- Stop pressure to limit indirect service time and value of staff training and retention efforts.
- Stop not having enough men as frontline workers.
- Stop inadequate admin funding
- Stop exploitations of marginalized populations (ex, peer workers, indigenous staff) and their lived experience – recognition of them without expectations of “fake advantage” of that.
- Stop charges for advertisement of jobs
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- End wage disparity between sector and union/non-union.
- Stop toxic workplaces and bullying.
- Stop isolating and warehousing people

- with physical and mental disabilities, and older adults.
- Stop programs that don't work well and perpetual bad conditions for vulnerable people.
 - Stop burning out people.
 - Stop overworking and overtaking, lack of support, lack of training and working excessive hours.
 - Stop reducing qualification requirements (if a job needs a degree, hire someone with a degree).
 - Stop new goals, framework, and reporting with no additional dollars.
 - End gender/race inequality in employment, wages and upward mobility.
 - Stop precarious work – casual, shifts, and low wage.
 - Stop wage discrepancies with union vs non-union.
 - Stop accreditation being done externally.
 - Remove HUB.
 - Stop precarious shift term contracts.
 - Reduce caseloads.
 - No more number of client metrics, instead focus on quality service.
 - Stop lack of funding for service.
 - Stop multiple benefit provider in CSS.
 - End wage and benefits disparities between indigenous agencies and MCFD.
 - Stop wage freezers.
 - End patriarchy.
 - Stop multinational corporate.
 - Stop contract flipping.
 - Stop claw backs from funding, i.e. CLBC
 - Stop thinking of the service as charity, but rather as a business/integral to outcomes.
 - Stop One Time Only funding.
 - Stop unnecessary restrictions on contracts.
 - Stop relying on volunteers as a stop gap.
 - Stop undervaluing the sector.
 - Stop short term contracts.
 - Stop recreating the wheel (HUB vs. Alberta).
 - Stop suggesting that wages are not part of the problem.
 - Stop burdening community agencies with all the responsibility for training and education.
 - Stop devaluing social service work.
 - Not enough admin money to do good recruitment and retention.
 - Stop inequality/disparities between sectors, health, education, etc.
 - Stop Medical Fit Assessment form for new staff. It is costly, especially from walk-in clinics and there is no relevance in the info gathered.
 - Stop inequality in RRSP/pension across the sectors.
 - Stop EHT for the sector (or fully fund)
 - Stop wage disparity (CSSEA wage grid).
 - Stop onerous reporting. This will free up staff capacity to deliver services.
 - Stop power play/view of ministry SW.
 - Stop condescension from ministry staff towards non-profit/CSS staff.
 - Stop underfunding agency admin costs

- that fund HR etc.
- End the lack of system wide training. When you move it ends.
- Stop old school hierarchical leadership models.
- Stop the lack of training for positions.
- Need ongoing onboarding funds.
- Don't want to be differentiated from health and education in terms of HR jobs and compensation.
- No 9%-10%; want 12% admin.

Round Two: Encourage/Build upon/Increase/Continue

- Increase and continue conversation about Hub.
- Increase contract admin in line with any contract amendments (e.g. frontline worker increases).
- Keep our ability to take risks.
- Continue collaboration.
- Continue to collaborate on H&S issues.
- Encourage face to face work with participants, less reliance on technology.
- Continue valuing lived experience in hiring.
- Keep collaborating, creating partnerships, sharing knowledge and resources, and working together.
- Increase action and information on diversity, inclusion and reconciliation.
- Encourage value-based work we are doing work we believe in.
- Continue telling our stories.
- Encourage upper management getting feedback and input from frontline staff and middle management.
- Continue regular staff meetings and training.
- Continued standard of practice in mental health i.e. supervision.
- Continue joint learning opportunities with government and different sectors.
- Increase discussion around conversation with the different sectors.
- Increase supervision. More supervision is wanted for staff members.
- Increase cohesive partnership with sectors removing competition.
- Build on inclusion of government agencies in being available for the Roundtable discussion.
- Continue taking more steps in using a holistic approach in addressing inequalities.
- Keep addressing gaps and discrepancies, i.e. union vs. non-union.
- Build upon the Roundtable, it is high level and necessary.
- Continue open collaboration with government and with workers.
- Increase cultural sensitivity and commitment to the Truth and Reconciliation commission.
- Keep Roundtable with the leadership of the Ministry.
- Continue meaningful involvement of political people, not just designated.
- Encourage cross-sectoral participation

- (and cross-governmental) processes.
- Build upon connections with post-secondary.
 - Build on poor benefits program for staff.
 - Continue to collator able with professional teams.
 - Build on our ability to bring on indigenous staff who are qualified.
 - Build on other perks such as paying off student loans and maternity leave top ups.
 - Build on millennials' desire to work in places where their desire to make change in human rights can be met.
 - Build on the growth opportunity for developing one's career (cross and upward movement).
 - Increase staff safety.
 - Build on being able to offer RRSP.
 - Continue improving technology for screening.
 - Encourage good communication.
 - Encourage staff engagement.
 - Continue to build on and implement decolonizing work.
 - Continue partnership with FCSSBC and CCSEA.
 - Continue to share resources among programs and organizations.
 - Continue to make space for staff to innovate. Let's get staff excited.
 - Continue movement regarding living wage employees.
 - Keep pressure on, regarding the Low Wage Redress (successive collective agreements).
 - Build on consistent messaging if we want good social outcomes, we can't reduce inputs (resources).
 - Continue sharing ideas between organizations (reduce competition).
 - Build on qualitative interview, developing themes, finding facts.
 - Encourage collaborative work, there is plenty of work to go around.
 - Encourage staff appreciation events.
 - Continue investing in leadership capacity.
 - Continue giving staff opportunities to join projects and branch out.
 - Continue to think differently about service delivery models and partnerships, i.e. CCC, social impact bonds.
 - Map the problem – continue data collection regarding the sector.
 - Build on agency collaboration.
 - Encourage renegotiating contracts.
 - Encourage creative contracting.
 - Continue succession planning.
 - Continue mission driven work.
 - Continue trend towards supported individuals being employees.
 - Encourage peer support workers, starting as a client then moving to EE's.
 - Continue contract increases given on total contract, not just wage portion. Adds organization capacity.
 - Continue accreditation providing good framework for HR policies. This also helps provide consistency across sector.
 - Encourage post-secondary relationships.
 - Continue conversations on how we can

- improve the sector.
- Continue the collaborative role of CSSEA and The Federation.
 - Keep the Roundtable.
 - Keep the non-union part of the sector.
 - Continue to allow some ministries to do training with surplus dollars.
 - Keep flexibility to set terms of employment.
 - Keep regular team meeting and supervision.
 - Continue Leadership 2020.
 - Build on connections within the sector.
 - Keep current government.
 - Increase sector wide professional development.
 - Continue CSSEA as a bargaining agent and taking a collective approach.
 - Keep influence of unionization (better benefits, health & safety practices, and higher wages).
 - Keep Douglas College collaboration on Youth Justice Worker program.
 - Keep passion and dedication of staff.
 - Keep the culture of working in a non-for-profit.
 - Keep collaborative work with other partner organizations in groups to achieve the same end results.
 - Keep criminal record checks, and verification of education.
 - Continue leadership development.
 - Continue to allow telecommuting.
 - Build on OMS project to reduce premiums.
 - Build on UNDRIP, plus MMIWG's.
 - Build on benefit provisions.
 - Continue finding new admin money (for fundraising, etc).

Round Three: Deter/Avoid/Don't/Prevent

- Don't unintentionally screen our good people through highly restrictive/sensitive screening processes.
- Avoid unfair processes regarding awarding contracts.
- Avoid worry of reinstitutionalization to meet staffing needs.
- Prevent the need to close existing homes due to the lack of staffing.
- Avoid small labour pools, this causes competition.
- Avoid burn out.
- Don't make changes that aren't well thought out.
- Prevent slow screening.
- Avoid micromanaging by ministries on wage grids for certain jobs.
- Don't get rid of HUB just to make it better.
- Avoid excessive turnover rates.
- Avoid system responses to individual incidents.
- Avoid hiring marginal staff out of desperation.
- Prevent government taking back services thinking that they can do it better and for cheaper.
- Don't limit Pro D to existing job

classification.

- Prevent large for-profit multinationals from profiting off the backs of vulnerable people.
- Deter procurement practices that favour large corporations that can do it cheaper and have deeper pockets.
- Don't increase union employees and nit non-union employees.
- Don't have years where employees don't have an increase to the cost of living.
- Avoid anything that is not inclusive and culturally safe.
- Prevent loss d community knowledge and connection (comes from cost efficiency driver).
- Avoid contract-based hiring (based on one year contracts).
- Avoid doing "more with less".
- Prevent having to defend services repeatedly.
- Avoid underfunding technology.
- Don't mandate anything without supporting funds (or freeing current contract funds up elsewhere).
- Prevent increase in reporting mechanisms that are not considerate of front-line work realities.
- Avoid not evolving with technology as a sector (especially communication, no more faxes).
- Avoid too much reliance on info technology, lose value of human contact.
- Avoid seeing such tight policies and procedures regarding cause employees to be less nurturing.
- Exclude funding contracts that don't include management money.
- Prevent competition that creates silos and limits collaboration.
- Avoid failure to address gaps, regarding work of equal value.
- Don't let contract manager think they can manage our HR.
- Prevent over use of casuals.
- Avoid precarious employment.
- Avoid frequent contract re: tendering.
- Avoid wage gap between union and non-union staff.
- Prevent loss of social conscience.
- Avoid poor connection between the sector and colleges/universities.
- Avoid inequitable pay, i.e. union vs. non-union and interim programs in one organization.
- Don't settle for warm bodies.
- Don't settle for the best of the worst- you can make them better.
- Avoid overtime costs.
- Avoid lack of resources for wages.
- Avoid the lack of consultation with people impacted by the strategy.
- Don't exclude indigenous agencies to provide culturally sensitive care for the kids,
- Prevent cultural inclusivity in recruitment.
- Avoid lack of understanding to recruit First Nations workers.
- Avoid stopping cross sector training and connections.
- Avoid the lack of respect for expertise and experience in social care.

- Avoid rural communities from being unable to hire qualified staff.
- Avoid ongoing requirement to demonstrate/prove your validity.
- Prevent time limits on use of surplus funds. An example is telling an organization that they only have a month to use funds on training.
- Avoid focus being on quantity, must be quality delivery of service.
- Avoid BC Liberals.
- Prevent rigid funding contracts (unresponsive to needs).
- Avoid contracts that dial to fund all aspects of service provisions (i.e. no admin time).
- Avoid restricted training.
- Prevent losing services to changing mandates and government initiatives.
- Avoid contract admin reporting, this takes time away from service delivery and the reason why people took the job in the first place.
- Prevent failure to address union vs. non-union.
- Avoid tokenism in diversity hiring.
- Avoid tokenism...period!
- Prevent private sector lobbying.
- Deter from social enterprise trends, they don't serve all populations equally.
- Avoid people needing to have multiple jobs to make a living, they are spread too thin.
- Avoid having a roundtable in 2028 about HR strategy. Good idea, but how to implement?
- Avoid public money going into for profit agencies.
- Prevent manager/admin wage compression.
- Prevent the lack of funding for infrastructure (computers, furniture, and admin office).
- Avoid doing with the cheapest bid. It does not favour all the extras (community development that not-for-profits bring).
- Don't undermine social service organization's connection to community by taking away their autonomy.
- Deter from not having a long term plan.
- Prevent contracts contingent on output vs. real value.
- Avoid the emphasis on evidence based practices. This often excludes people of colour, indigenous persons, etc.
- Prevent funding requirements and collective agreement losing our creativity, nimbleness, and responsiveness.

Round Four: Encourage/Include/Allow/Build/Create

- Create better scheduling HR technology.
- Allow specific training programs for residential services.
- Build an abundance of qualified employees.
- Create more effective contract negotiation.
- Create more community networking and

- collaboration.
- Encourage fair wage parity compensation. Would like benefits and pension, just like government workers.
 - Allow training and support for better board governance.
 - Address affordable housing for human service workers.
 - Create education grants for social service workers.
 - Develop more joint/consistent effort on the status of record check delays.
 - Encourage more "us" language and less "us vs. them".
 - Create multiyear contracts.
 - Allow funding to reflect real/actual needs of clientele.
 - Allow research findings to reflect program startups. Respect time.
 - Encourage transparency with government and sectors.
 - Support community of practice.
 - Create programs that support indigenous youth into social work.
 - Create culturally safe screening that is supportive of indigenous peoples.
 - Allow collaboration with other sectors that have resources.
 - Include ways to formalize mentorship programs.
 - Create adequate resources to onboard new employees.
 - Create a work environment that fosters staff and manager's creativity, happiness, and sense accountability.
 - Meet the recommendations of the Truth and Reconciliation Commission.
 - Create more awareness, flexibility and support for staff/community grief. This is very important, especially with overdose crisis.
 - Include looking at the intersection of social and environmental justice.
 - Encourage sector wide training that is affordable, relevant, and accessible.
 - Include sustainability in policy and practice to meaningfully address the climate crisis.
 - Build flexibility in contract spending reporting on what we did to get outcomes, not be told how we have to spend by the ministry.
 - Encourage harnessing technology for improved efficiency and effectiveness in HR.
 - Fund jobs for what they are worth.
 - Create opportunities for collaboration across within sector because of sector initiatives.
 - Create wage equality and livable wages.
 - Create more sector Roundtables/share that don't cost money.
 - Encourage value of training sector leaders – invest.
 - Include apprenticeship model for entry level positions.
 - Encourage youth involvement in order to develop life skills and to be contributing members of society.
 - Create free, fast CRC checks for staff and volunteers.
 - Create education and skill development.
 - Create shared services for admin and payroll between numbers of agencies.

- Build self-care and wellness support plans for workers that are well funded.
- Allow government investment in funding education and training.
- Create community hubs where multiple agencies reside and share resources and encourage each other.
- Include all stakeholders. Nothing about us without us.
- Include community input.
- Fund casual/relief staff.
- Encourage engaging, inclusive, and welcoming culture.
- Fund increased wages.
- Create pension planning.
- Include professional compensation, wages, benefits, and pension.
- Encourage unionization of sector
- Create more latitude to agency to utilize funding.
- Create properly funded serves to allow for responsiveness to need.
- Build professional associations (raise profile with government) must be accessible.
- Encourage incentivized prospective staff. The sector is a good/livable career path.
- Allow more technology to make working alone safer.
- Build a social media campaign highlighting why we love working in social services, attracting students and others to the field.
- Allow succession planning with funding resources to implement required training.
- Create manageable workloads.
- Fund "isolation" pay in northern regions.
- Include sector wide strategy in terms of supervision of workers.
- Create indigenous youth internship programs.
- Fund screening: if cleared at one organization, be able to transfer to others.
- Encourage reaching out to other organizations to fill our organizations gaps.
- Allow opportunity for diversity. Staff makeup reflects community.
- Encourage more young people to be attracted to our sector.
- Encourage more men to join the sector.
- Create flexibility to transport benefits over when moving from one agency to another.
- Encourage taking work experience into account more frequently.
- Create an understanding by funders for the need of overtime (structurally, to maintain essential services).
- Create a willingness to rethink Hub type screening and be more innovative as it hasn't achieved the outcome and has had huge costs on attraction and retention.
- Encourage indigenous agencies to create their own programs.
- Create culturally safe training to discuss with clients about criminal record checks, assessments processes and safety maintenance.
- Establish a sector wide campaign to elevate the status of community service

- careers.
- Create training opportunities.
 - Explore mentorship or apprenticeship programs.
 - Incentivize existing staff to refer potential employees.
 - Encourage support cross sector and business partnerships for training.
 - Provide secondment opportunities for government and not-for-profit workers.
 - Create provisions that can support ongoing technological changes.
 - Create opportunities to grow, upskill, and create pathways in the social services sector.
 - Encourage career pathing.
 - Encourage sharing success stories. Sharing ideas/what others are doing.
 - Create a positive public perception of CS work.
 - Create flexibility in amending contracts in regards to staffing residential resources.
 - Create advanced education training strategy for sector with seats/funds.
 - Allow recognition of ministry and sector staff as equal. Create professional respect.
 - Allow recognition of staff wellness as critical and funded.
 - Build public relations campaign.
 - Encourage upper management to honour middle management and staffs good ideas; so they will have to first honour them.
 - Address housing crisis and how this impacts our employees.
 - Encourage UNDRIP.
 - Improve agency budgets for orientation and training.
 - Encourage communication of HUB/MOJ delays on the screening process.
 - Create a compensation strategy that is fair across the sector.
 - Reframe admin as infrastructure.
 - Create more shared infrastructure and service models.
 - Create more training developed by and for the sector, include people who move into management, but don't have any background.
 - Organization capacity to include funding to do tasks outside service delivery.
 - Create more support for real integration – e.g. fund cost of collaboration and collective impact.
 - Build a marketing campaign to attract people to the field and educate the public.
 - Create subsidized child and youth care programs for a while – trades programs.
 - Create paid practices.
 - Address the stigma related to this work, try to focus on the positive rewards of the work.
 - Encourage collaboration with the secondary system. Starting at post-secondary is too late.
 - Allow actual costs to be reflected in contracts.
 - Encourage being more thoughtful and intentional.
 - Allow forgivable student loans in rural

communities.

- Allow for evolution of services and build capacity.
- Create equity with health.
- Create indexed increases that keep up with the cost of living.
- Fund education and skill development.
- Encourage the value and recognition of NFP expertise in delivering the work.
- Encourage mental health day.
- Create budgets/contracts earlier. Also create 3 year contracts.
- Create a sector web portal that includes

jobs, community retention, education, ability to move between agencies, support to each other and encourages the sector as a career choice.

- Encourage provincial accord to have contracts tendered with NFP sector before going to for-profit sector.
- Build convene leadership regarding efficiencies, an example, shared leadership amalgamation.
- Include immigrant population education.