

ACDS 2018 Workforce Skills and Training Survey

MARCH 2019

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About ACDS

The Alberta Council of Disability Services (ACDS) is a non-profit association of community-based service providers supporting individuals with disabilities.

Vision: People with disabilities live full lives as citizens supported by a vibrant network of services in their communities.

Mission: ACDS is the collective voice of our members, advancing excellence and best practices, advocating for effective public policy, and championing professional disability services.

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ACDS 2018 Workforce Skills and Training Survey

Executive Summary

Introduction

ACDS Annual Workforce Surveys are a vital source of information about the Alberta's Community Disability Services (CDS) sector workforce. For 2018, the ACDS Human Resources Committee identified the need to gather data specifically on workforce skills and training.

The report is based on data provided by 43 ACDS member organizations, for an overall response rate of 31%, representing 25% of all PDD-funded organizations. The organizations employed 6,750 workers and served an estimated 42% of the 12,061 individuals accessing PDD-funded services.

Regional response rates (no. of organizations): Calgary: 27% (7); Central: 28% (7); Edmonton: 31% (13); North Central/North East (North C/E): 50% (6); North West: 55% (6); South: 17% (4).

Organizations ranged in size from an average of 67 employees per organization in North West to an average of 248 employees per organization in Edmonton.

Results are generalizable to the PDD-funded CDS sector at a provincial level. Regional findings should be interpreted with caution especially for the South region which was significantly under-represented.

Workforce Profiles

Employment Status: 56% of the workforce worked full-time (32hr/week or more), 28.5% worked part-time, and 15.6% were casual (irregular shifts or on-call). The proportion of the workforce employed full-time was consistent with the previous two years.

Calgary (69.7%) and North West (69.2%) had the largest proportions of full-time workers. Central was the only region where full-time workers (49.3%) were under half the workforce. North West (12.3%) had the lowest proportion of part-time workers and Central (33.4%) had the most. Calgary (10.9%) had the lowest proportion of casual workers and North West (18.5%) had the most.

Position: 82.7% of workers were in non-supervisory direct service positions: CDS Worker 51.6%, CDS Practitioner 20.4%, Employment Specialist 0.7%, and Complex Support Needs 9.3%. Workers in Complex Support Needs positions increased from 6.4% in 2017 to 9.3% in 2018.

24% of the employees for whom position data was reported worked in more than one position with the same organization. 85% of staff in multiple positions were in either CDS Worker (69.9%) or CDS Practitioner (14.1%) positions. This could be a reflection of the relatively low frontline wages, forcing staff in these positions to hold multiple jobs to make ends meet.

Education: Highest level of education was reported for 3,590 employees. Employees were almost equally distributed across those with high school or less (25.0%), a certificate (28.3%), a diploma (23.5%), or a bachelor's degree (20.5%) as their highest level of education completed. The percentage of employees with just high school completion (25.0%) has declined significantly since 2016 (38.8%).

Almost a third of the CDS Workers had a high school degree or less (31.9%), and an additional third (32.8%) had a certificate as their highest level of education. A quarter of CDS Practitioners had a Bachelor's degree (25.6%) and 3.2% had a graduate degree.

Over half the Employment Specialists had a diploma (17.6%), Bachelor's (32.4%) or graduate degree (8.8%). Team Leaders had a similar education distribution as Complex Support Needs employees, clustered around certificate (25.4%), diploma (32.7%) and Bachelor's degree (28.8%).

Coordinators had a bimodal distribution. Most had a diploma (28.7%) or Bachelor's degree (30.9%) as expected for a supervisory position, but a surprisingly high portion (24.9%) had only high school or less. Individuals in senior leadership positions were most likely to have university credentials; over half the Directors (60.0%) and ED/CEOs (64.3%) had Bachelor's or graduate degrees.

Calgary appears to have the most educated workforce, with the highest proportion of workers with degrees (36.3%) and the lowest proportion with a certificate or less (28.5%). North West had the highest proportion of workers with high school or less (41.1%).

Wages: 41 organizations (95%) reported the wage ranges paid for each position. Average wage ranges (*average low to average high*) for frontline workers were as follows: CDS Worker \$16.81 to \$21.48; CDS Practitioner \$19.39 to \$23.91; Employment Specialists \$21.15 to \$28.46; Complex Needs Support Worker \$20.71 to \$27.28; Team Leaders \$23.30 to \$29.20. Wages ranges varies across regions.

29 organizations (67.4%) reported wage ranges for sleepover roles. Regardless of position, sleepover wages clustered around \$15.00/hr. Complex Support Needs workers had the highest average wage range for sleepover jobs (\$15.79 to \$15.90). There were no notable regional differences.

Turnover: 39 organizations reported turnover rate for 5,580 employees (83% of employees in the sample). Average turnover in 2018 was higher than in 2017 for CDS Practitioners (18.0% vs 15.3%), Employment Specialists (13.2% vs 8.8%), Complex Support Needs Workers (23.4% vs 19.4%), Team Leaders (24.4% vs 13.7%) and Directors (5.5% vs 1.3%). CDS Workers had lower turnover in 2018 than in 2017 (23.3% vs 31.9%).

Workforce Skills and Training

Training Costs Relative to Total Operational Budget: 38 organizations (88.4%) reported their total staff development costs relative to their total annual operating budget. On average, training costs were 2.4% of total operating costs. 60.5% of the sample spent less than 2.0%; 26.3% spent 3.0% or more.

Regional averages varied greatly: Calgary 1.3%; Central 2.6%; Edmonton 2.1%; North C/E 1.7%; North West 5.7%; South 0.8%. North West had the highest average staff development costs. 33.3% of organizations allocated 5.0% or more of their total operating costs on training needs.

Distribution of Training Costs: On average, staff development costs were distributed almost entirely between the funder (59.8%) and the organization (39.6%), with staff paying a trivial portion (0.6%).

On average, organizations in Central covered the highest proportion of costs (68.5%), while the funder covered the highest proportion in South (90.5%), North C/E (82.8%) and North West (72.5%). Average cost distribution between funder and organizations was split almost equally in Calgary and Edmonton.

The *average* cost distribution for a location is not the same as the cost distribution for *individual* organizations. The funder paid 100% of costs for 17 organizations (43.5%), while 9 (23.1%) organizations stated the organization picked up all the costs. North C/E had the highest percentage of organizations (66.7%) with costs fully paid by the funder. The proportion of organizations that fully paid their own costs was highest in Central (50%), then Edmonton (30%), Calgary (28.6%) and North C/E and North West (33.3%). None of the organizations from the South said they fully paid their own training costs.

Mandatory Training Costs: 40 organizations (93.0%) reported mandatory training costs. The costs reported included course fees and materials, cost of external or internal trainers, and travel-related

expenses. Travel related costs were less likely to be included by organizations in Calgary, Edmonton and Central regions, but factored heavily for organizations in North West and North C/E. Most organizations did not include wages for staff attending the training and coverage costs. These costs can be significant.

The average cost for mandatory training was \$383/employee (median \$336). 40% of organizations allocated less than \$250/employee for mandatory training; 22.5% allocated \$750 or more. These are most likely underestimated since most agencies did not include staff wages and coverage costs.

Regional averages (mean/median): Calgary \$460/\$359; Central \$365/\$230; Edmonton \$387/\$333; North C/E \$391/\$383; North West \$401/\$534; South \$211/\$253.

Costs to Develop Internal trainers: 31 organizations (72.1%) reported annual costs to develop internal trainers (e.g., for train-the-trainer courses). The average cost was \$34 per employee, with a median of \$36 per employee and a maximum reported cost of \$107 per employee. It is highly likely that these costs, like the mandatory training costs, are significantly under-estimated.

Training Concerns, Issues and Needs: Several respondents identified the following concerns: lack of workers trained in community disability services; lack of adequate post-secondary programs; impact of low wages and turnover on training costs; mandatory training costs are extensive and keep increasing due to regulatory and legislative changes; PDD funding does not cover full costs of training; rural locations have significant training challenges; there is a need for more online options, skills upgrading courses and leadership training.

Types of Training Provided: Respondents provided extensive data (over 3,000 entries in total) on the types of training provided for each of the 11 positions included in the survey. For each position, the data included: whether the training was considered mandatory by the organization; the rationale for the training (whether it was required by the funder, accreditor, organization, or because of client needs); the delivery method (in-house trainer, external trainer, online, or a combination); and level of availability (always available, sometimes available, or not available in the community). The main report contains the full list, broken down by regions and positions.

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ACDS 2018 Workforce Skills and Training Survey

1.0 Introduction

ACDS has been collecting and reporting Community Disability Services (CDS) sector workforce data since 2009. The information helps the sector develop evidence-based human resource policies and strategies.

For 2018, the ACDS Human Resources Committee recommended gathering data specifically on workforce skills and training. This document reports basic information on workforce profile followed by a more extensive summary related to workforce training, specifically: training costs, how these costs are funded, and the types of training accessed by each position.

2.0 Research Approach and Sample Characteristics

2.1 Data Collection

In 2018, 157 organizations were funded by the Government of Alberta Persons with Developmental Disabilities (PDD) program to provide community-based supports to 12,061 adults with developmental disabilities. Some organizations have multiple service locations, for a total of 173 funded service provision sites across the province.¹ Of the 157 PDD-funded organizations, 129 (82%) were ACDS members in 2018 and they provided services across 139 service locations. Thus, the population for this survey was 139 service locations.

All ACDS member organizations were invited to participate in the survey via an e-newsletter on November 20, 2018 which contained an embedded link to the survey tool (see Appendix A). The tool was collaboratively developed by the ACDS Human Resources Committee Data Sub-group. It consisted of a MS-Excel file, with one instruction page and separate worksheets for data from each region that the organization provided services in. This format allowed the respondents to enter and save data in their own time, and to email the completed file directly to the ACDS workforce researcher.

The original deadline of December 10 was extended to December 21 to increase the response rate. ACDS members were informed of the extension via an e-newsletter on December 13. ACDS Human Resources Committee members and the Chairs of the Regional Service Provider Councils were informed of the response rates for each region on December 14, and were requested to encourage their regional peers to participate in the survey. Organizations that contacted us for an extension were given till January 1, 2019 to get their data submitted.

2.2 Response Rate and Representativeness

By January 1, 2018, data had been received from 37 organizations for 43 service locations, for an overall response rate of 31% (43/139 service locations). The overall response rate is similar to that achieved for the 2017 ACDS Annual Workforce Survey and is acceptable for this type of survey method.

Regional response rates: Calgary: 27%; Central: 28%; Edmonton: 31%; North Central/North East (North C/E): 50%; North West: 55%; South: 17%.

¹ Source: (i) Alberta Community and Social Services. 2018. *PDD Program Review Discussion Guide*.

Representativeness of the sample was assessed using regional distribution of all PDD-funded agencies (not just ACDS members), and by organizational size via number of individuals in service.

Representativeness of the Sample

REGION	Number of Organizations				Organization Size (Individuals in Service)			
	Population ^a		Survey Sample		Population ^a		Survey Sample	
	n	%	Representative n (% x N)	Actual n (%)	n	%	Representative n (% x N)	Actual n (%) ^b
Calgary	34	19.7%	9	7 (16.3%)	3,785	31.4%	1,576	818 (16.3%)
Central	35	20.2%	9	7 (16.3%)	2,020	16.7%	841	649 (12.9%)
Edmonton	45	26.0%	11	13 (30.2%)	3,703	30.7%	1,542	2,267 (45.1%)
North C/E	17	9.8%	4	6 (14.0%)	725	6.0%	302	560 (11.1%)
North West	18	10.4%	4	6 (14.0%)	446	3.7%	186	113 (2.2%)
South	24	13.9%	6	4 (9.3%)	1,382	11.5%	576	616 (12.3%)
TOTAL	173	100%	N = 43 (100%)		12,061	100%	N = 5,023 (100%)	
Sample representation			24.9% of PDD-funded agencies		41.6% of all individuals in service			
(a) Alberta Community and Social Services. 2018. <i>PDD Program Review Discussion Guide</i> .								
(b) Numbers of individuals in service were obtained from ACDS Accreditation records; available for 34 of the 43 responding organizations.								

A total of 25% of all PDD-funded organizations participated,² serving an estimated 5,023 (42%) of the 12,061 individuals accessing PDD-funded services,³ with a total workforce of 6,750 employees.

Average number of employees per organization in the sample: Province: 157; Calgary: 109; Central: 219; Edmonton: 248; North C/E: 84; North West: 67; South: 82.

Organizations from Edmonton, North C/E and North West were slightly over-represented, organizations from Calgary and Central regions were slightly under-represented, and South region organizations were highly under-represented. Smaller organizations (serving fewer individuals) were over-represented in the Calgary sample, while larger organizations were over-represented in the Edmonton and North C/E samples. Overall, the survey results are generalizable to the PDD-funded CDS sector at a provincial level. However, regional-level findings should be interpreted with caution especially for the South region.

2.3 Data Analysis

Each response file was given a unique code and stripped of all identifying information other than regional location. Fields left blank were coded as “no response”. Data was analyzed in MS-Excel.

The primary objective of this survey was to gather data on the training required or generally accessed by each position. An extensive amount of data was provided for this question. The information is summarized in this report for each region by position and by the type of training.

Caution for Year-Over-Year Comparisons

Year-over-year comparisons are included where applicable at the provincial level. Regional sample sizes are too small to warrant comparisons with findings from previous years. Since the full set of organizations responding is different each year, comparisons should be made with caution and limited to getting a general sense of sector trends.

² Henceforth, “service locations” will be referred to as “organizations.”

³ The number of individuals in service for each organization was obtained from ACDS records, and is an estimate.

3.0 Workforce Profile

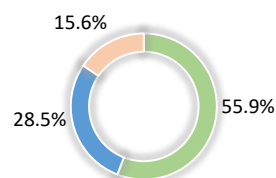
3.1 Employment Status

The 2018 sample of 43 organizations provided services to an estimated 5,023 individuals, with an overall workforce of 6,750 employees on November 1, 2018.

Over half (56%) of the workforce in this sample worked full-time (32hr/week or more), 28.5% worked part-time, and 15.6% were casual (irregular shifts or on-call).

The proportion of the workforce employed full-time was consistent with the previous two years.

**Employment Status 2018
Provincial Workforce**



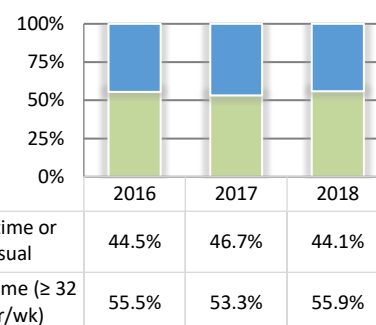
■ Full-time (≥32hr/wk) ■ Part-time ■ Casual

Calgary (69.7%) and North West (69.2%) had the largest proportions of full-time workers. Central was the only region where the proportion of full-time workers (49.3%) was under half the workforce.

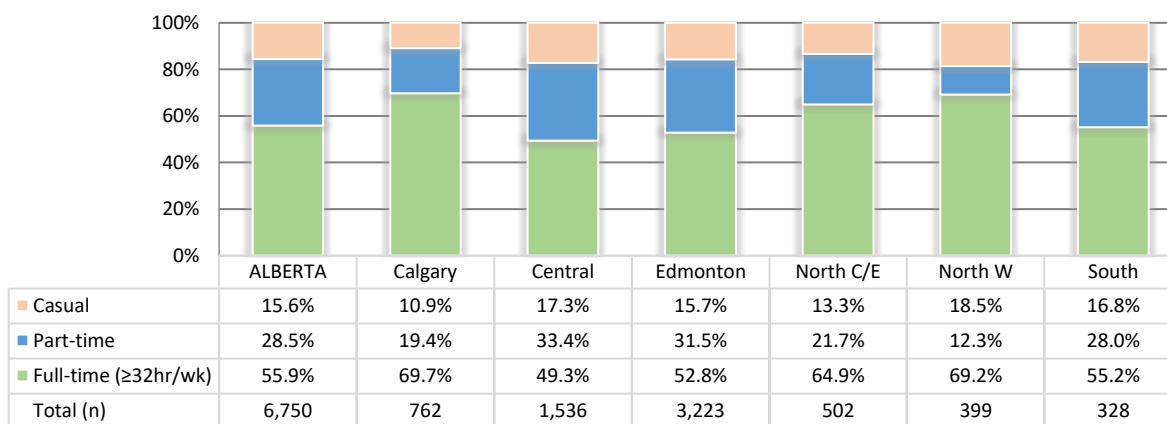
North West (12.3%) had the lowest proportion of part-time workers and Central (33.4%) had the most.

Calgary (10.9%) had the lowest proportion of casual workers and North West (18.5%) had the most.

**Employment Status 3-Year Trend
Provincial Workforce**



**Employment Status 2018
Provincial and Regional Workforces**



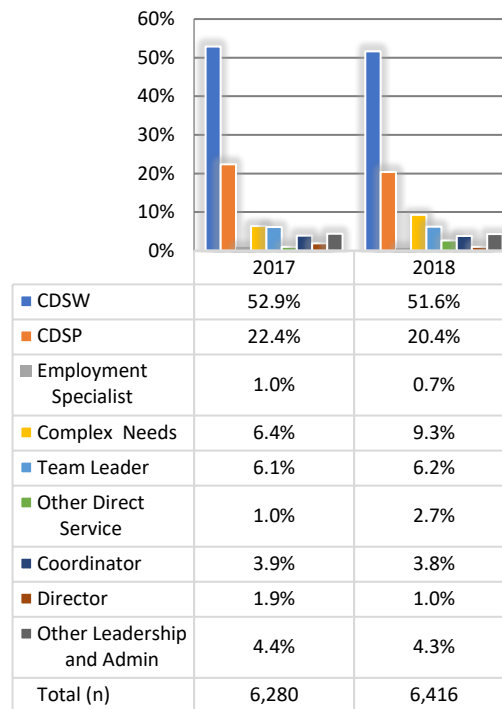
3.2 Position

The total number of employees in each position as at November 1, 2018 was reported for 6,416 employees (95% of the workforce in the sample).

The most common position in the sector in 2018 and 2017 was Community Disability Service Worker (CDSW, 51.6%), followed by Community Disability Services Practitioner (CDSP, 20.4%). These two positions alone constituted almost three-quarters (72%) of the total workforce in the sample.

The proportion of workers in Complex Support Needs positions increased from 6.4% in 2017 to 9.3% in 2018. This may reflect the growing number of individuals who present with more complex needs.

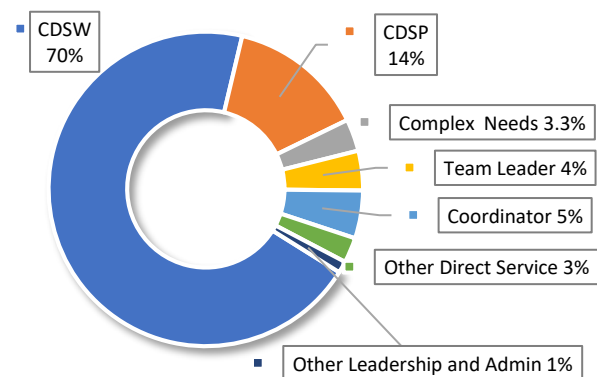
**Distribution by Position 2017 and 2018
Provincial Workforce**



A total of 1,543 employees (24% of the 6,416 employees for whom position data was reported) worked in more than one position with the same organization.

An overwhelming 85% of staff in multiple positions were in either CDSW (69.9%) or CDSP (14.1%) positions. This could be a reflection of the relatively low frontline wages, forcing staff in these positions to hold multiple jobs to make ends meet.

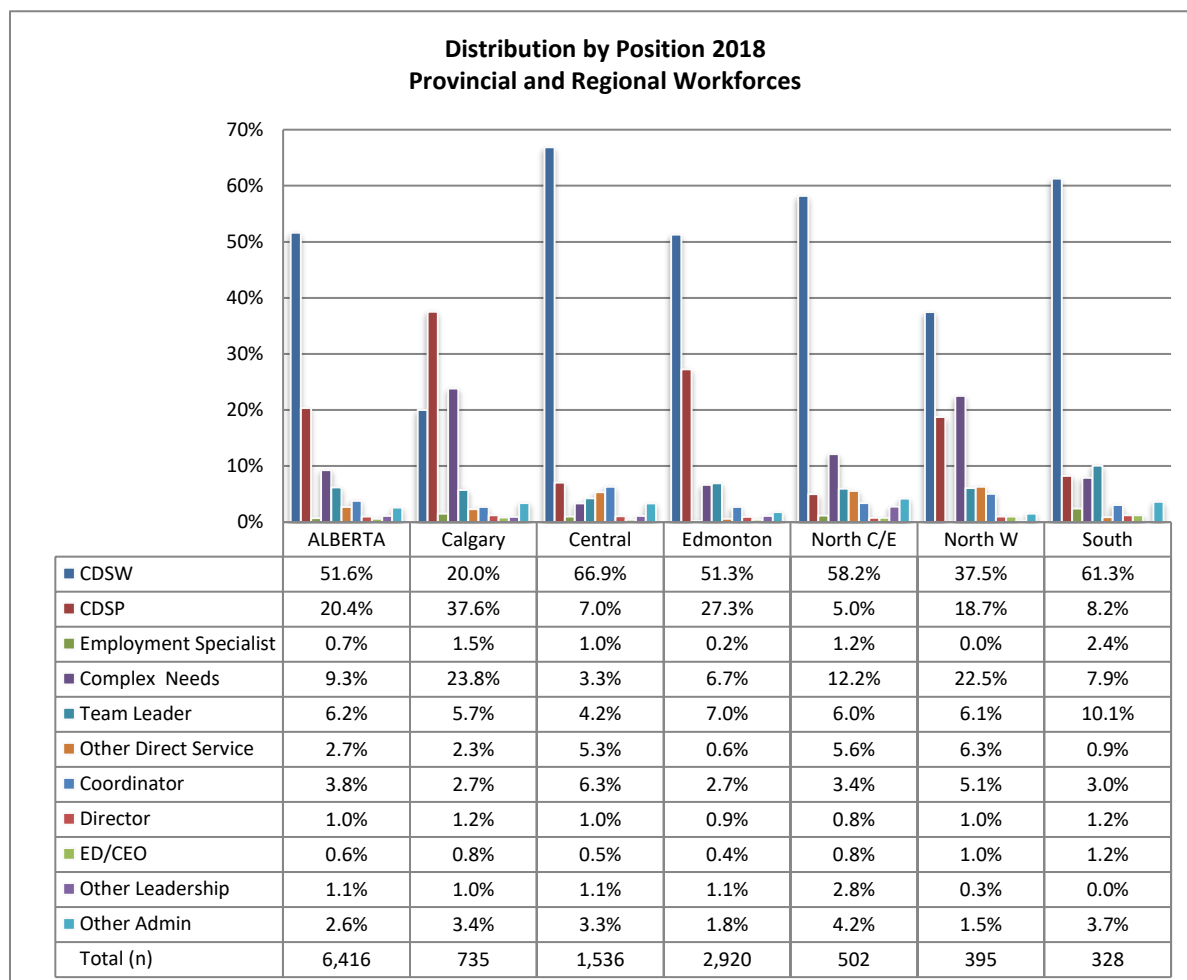
**Employees with Multiple Positions 2018
Provincial Workforce**



Regional distributions of employees with multiple positions could not be produced due to insufficient data from at least one region.

In all regions, the vast majority of employees were in frontline positions. CDSW and CDSP combined were the dominant portion of the provincial workforce (72.0%), and ranged from 57.6% in Calgary to 78.6% in Edmonton.

The proportion of Complex Support Needs workers appears to be highest in Calgary (23.8%) and the North West (22.5%), and lowest in Central (3.3%) and Edmonton (6.7%). It is possible that this is an artifact of the regional samples rather than a reflection of the actual distribution. However, regional variations in this position probably do exist in response to local variations in the demographics of the individuals supported.



3.3 Education

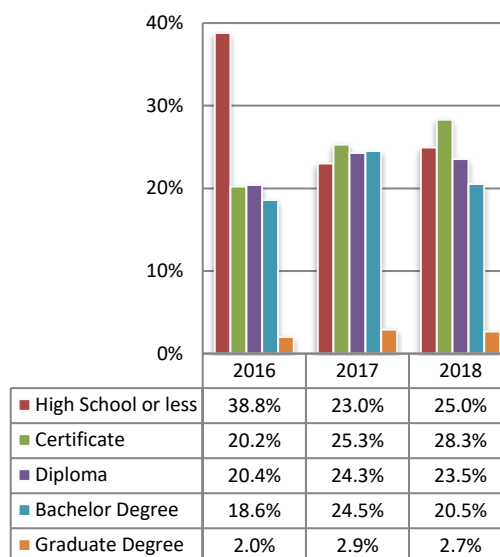
Highest level of education was reported for 3,590 employees by 34 organizations in 2018.

Employees were almost equally distributed across those with high school or less, a certificate, a diploma, or a bachelor's degree as their highest level of education completed.

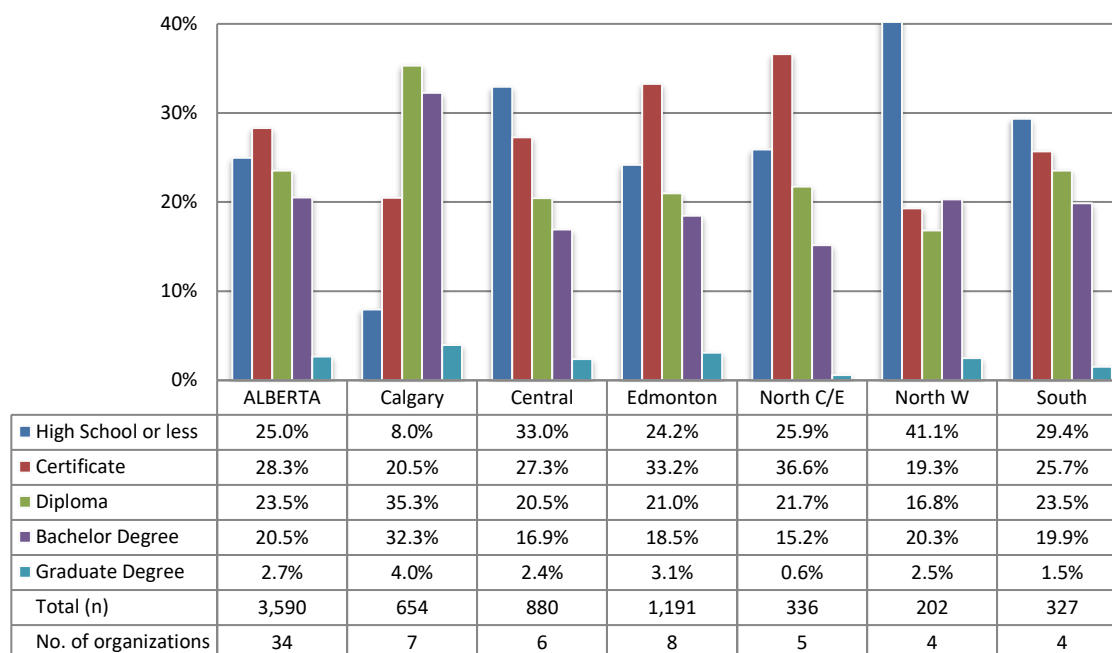
The percentage of employees with just high school completion (25.0%) has declined significantly since 2016 (38.8%).

Calgary appears to have the most educated workforce, with the highest proportion of workers with degrees (36.3%) and the lowest proportion with a certificate or less (28.5%). North West has the highest proportion of workers with high school or less (41.1%). These findings are similar to those from the 2017 data.

**Level of Education 3-Year Trend
Provincial Workforce**



**Level of Education 2018
Provincial and Regional Workforces**



3.3.1 Education level by position

Almost a third of the CDSW in the provincial sample had a high school degree or less (31.9%), and an additional third (32.8%) had a certificate as their highest level of education.

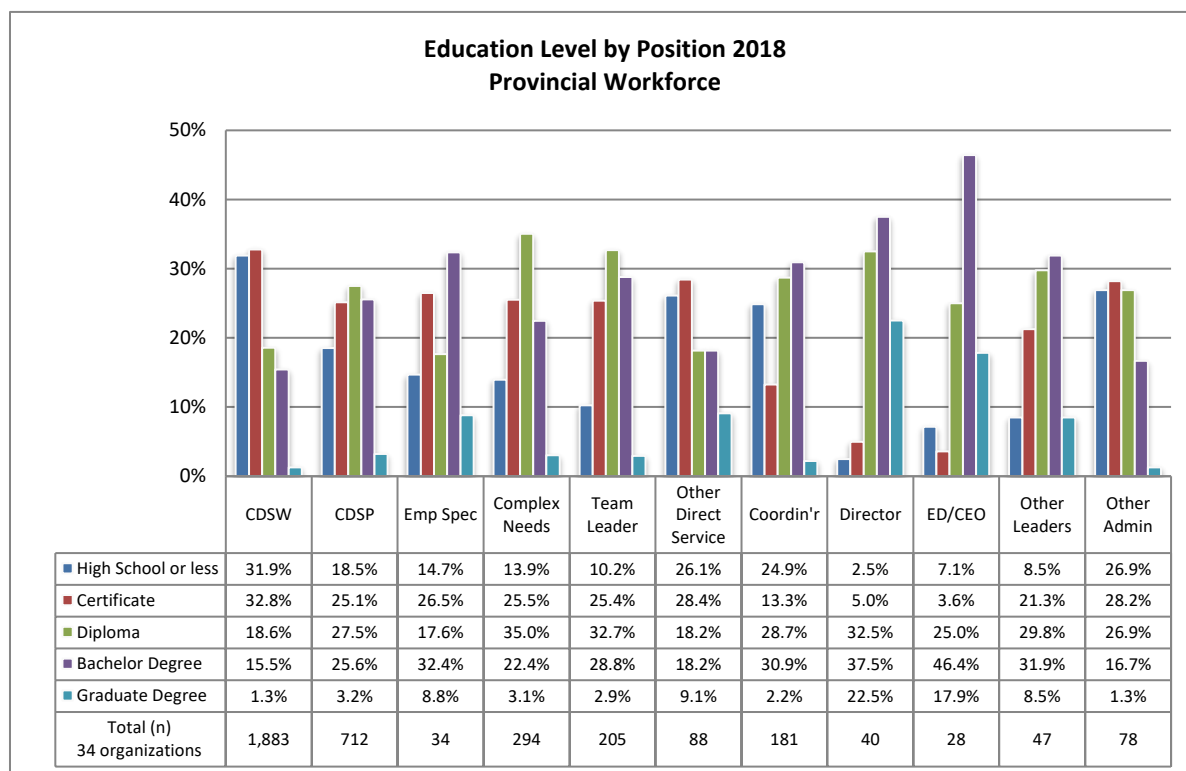
CDSP were more likely than CDSW to have post-secondary qualifications. A quarter of CDSP had a Bachelor's degree (25.6%) and 3.2% had a graduate degree.

Employment Specialists and Complex Support Needs employees had overall higher education levels than CDSW and CDSP. Over half the Employment Specialists had a diploma (17.6%), Bachelor's (32.4%) or graduate degree (8.8%). Similarly, over half the Complex Support Needs employees had a diploma (35.0%), Bachelor's (22.4%) or graduate degree (3.1%). It is possible that some frontline workers had earned their the graduate degrees in countries other than Canada and that these credentials were not recognised in their respective fields of expertise.

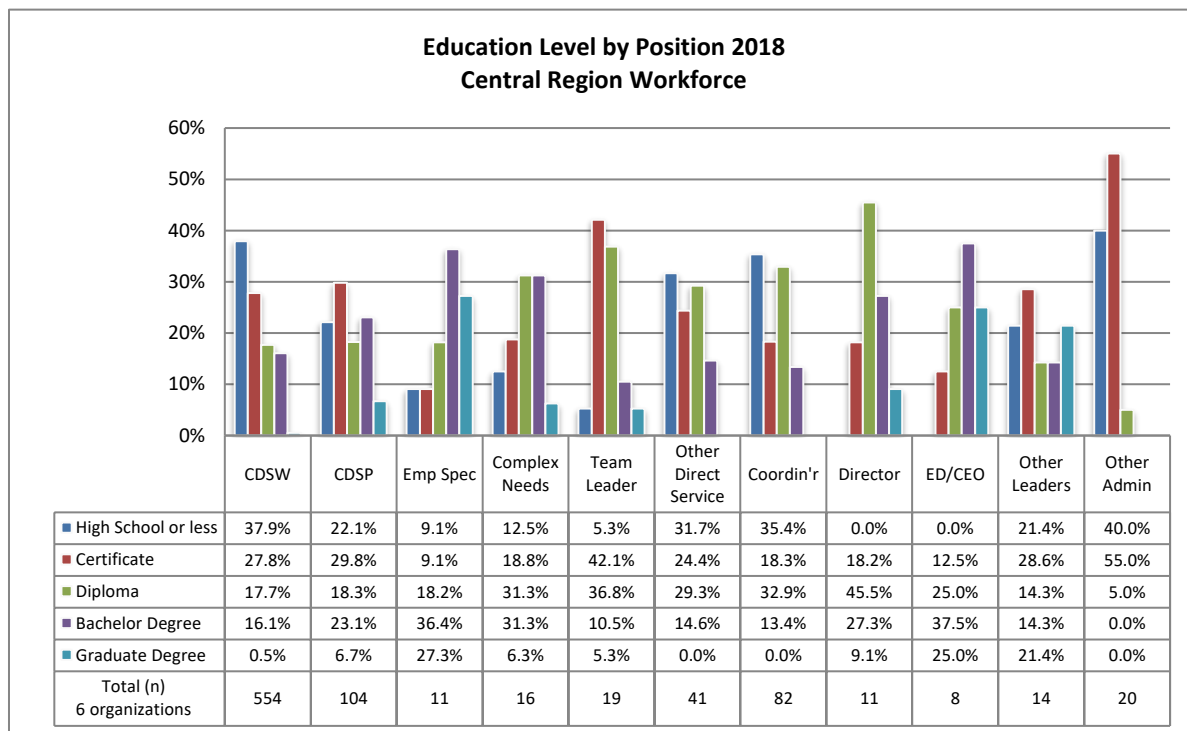
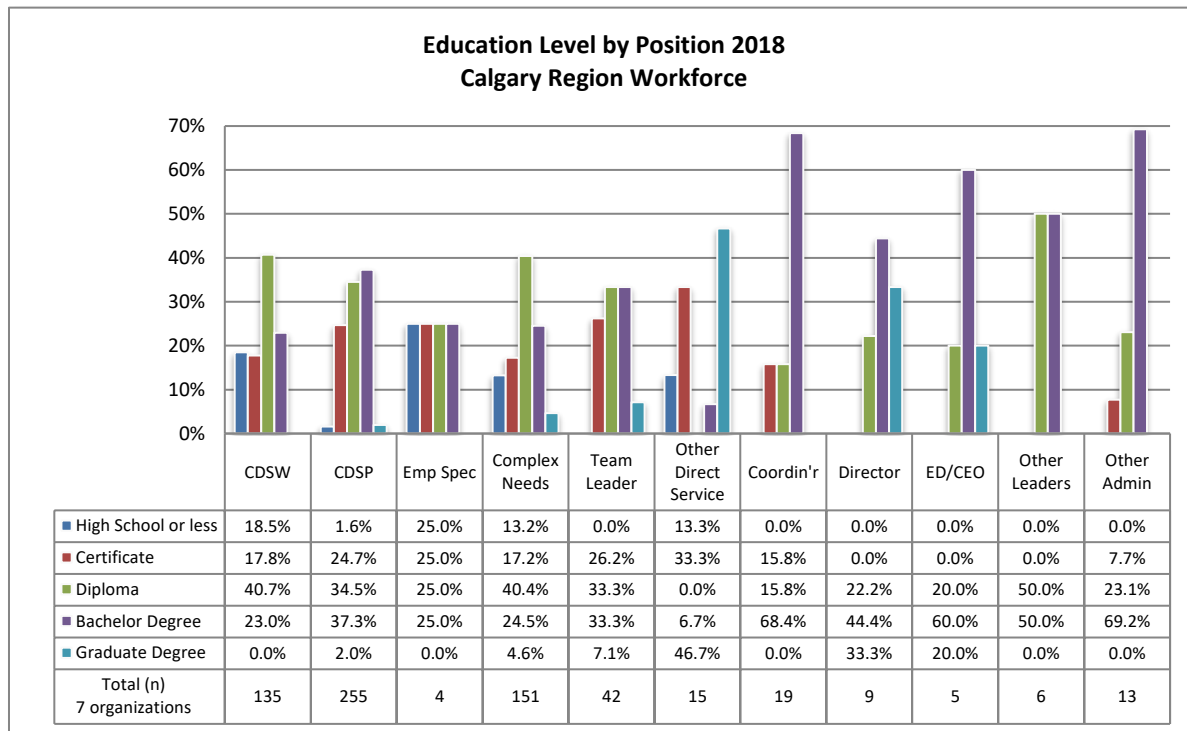
Team Leaders had a similar education distribution as Complex Support Needs employees, clustered around certificate (25.4%), diploma (32.7%) and Bachelor's degree (28.8%).

Coordinators had a bimodal distribution; most had a diploma (28.7%) or Bachelor's degree (30.9%) as expected for a supervisory position, but a surprisingly high portion (24.9%) had only high school or less. It is possible that many of the latter were older and had risen up to the supervisory ranks with years of experience in the sector rather than educational credentials.

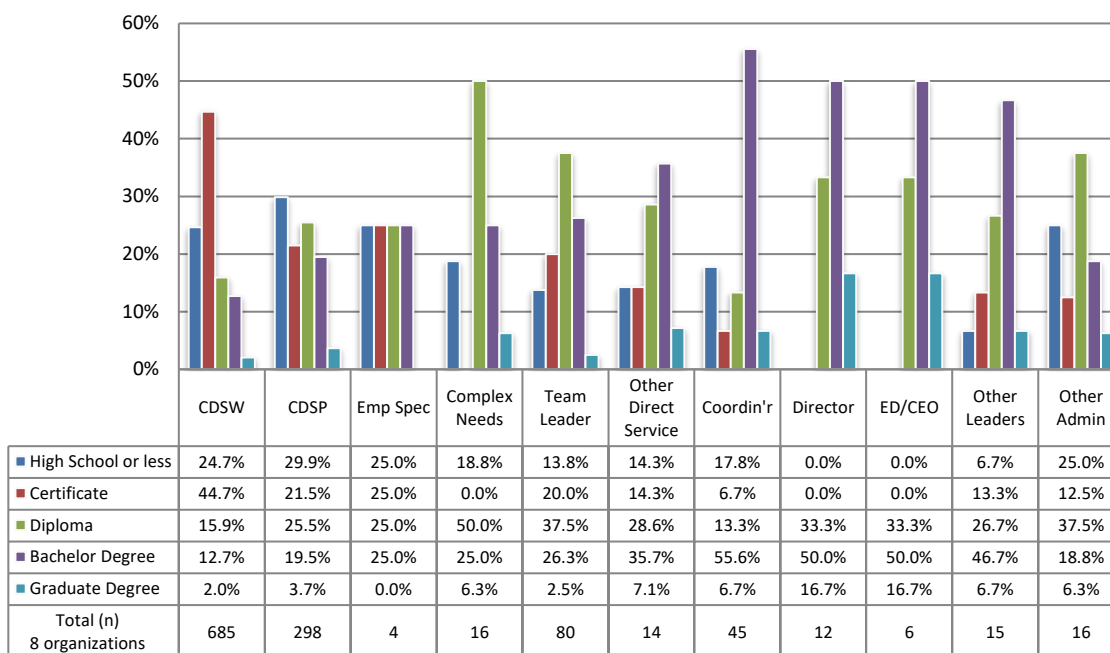
Individuals in senior leadership positions were most likely to have university credentials; over half the Directors (60.0%) and ED/CEOs (64.3%) had Bachelor's or graduate degrees.



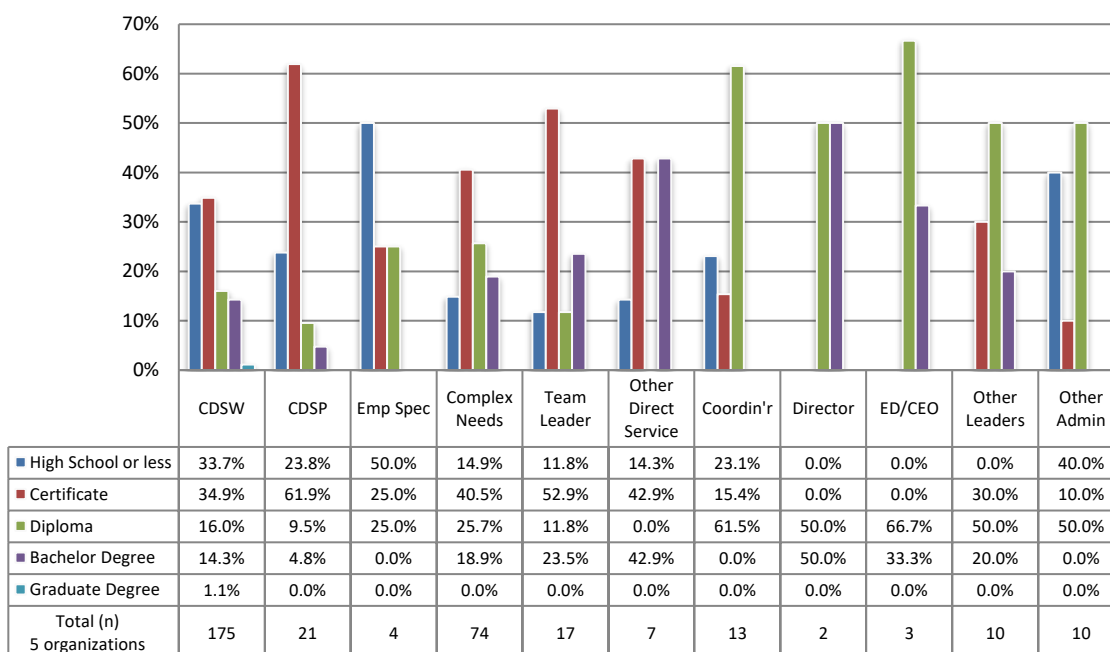
The following series of charts display education level by position for each region. Since the number of regional employees in each position are relatively low, the results are not interpreted further.



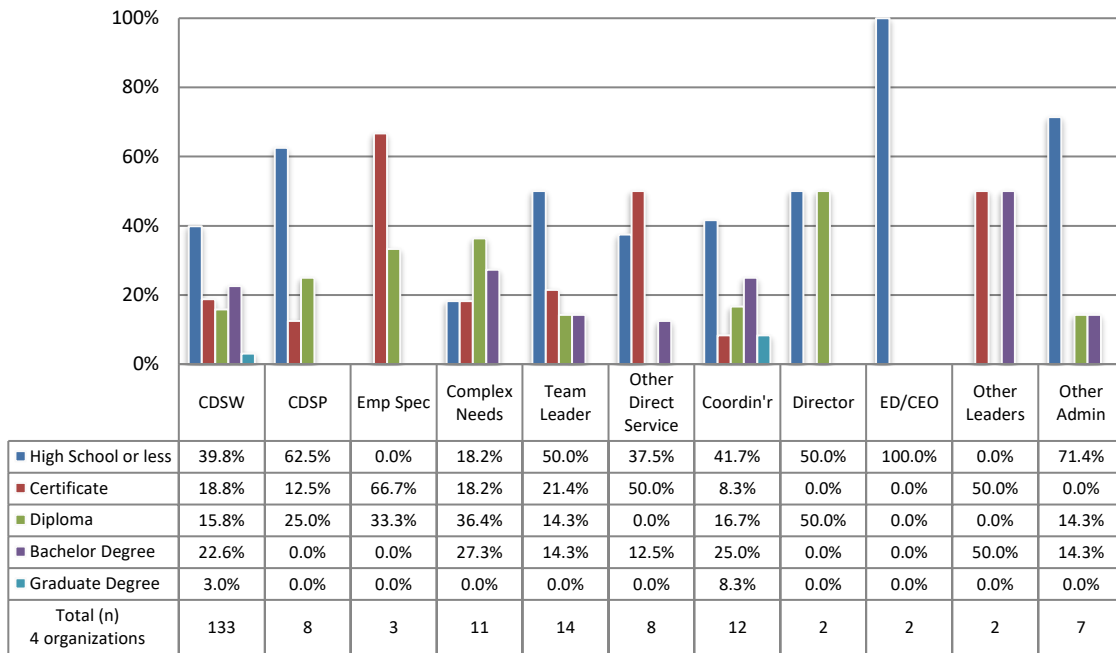
Education Level by Position 2018
Edmonton Region Workforce



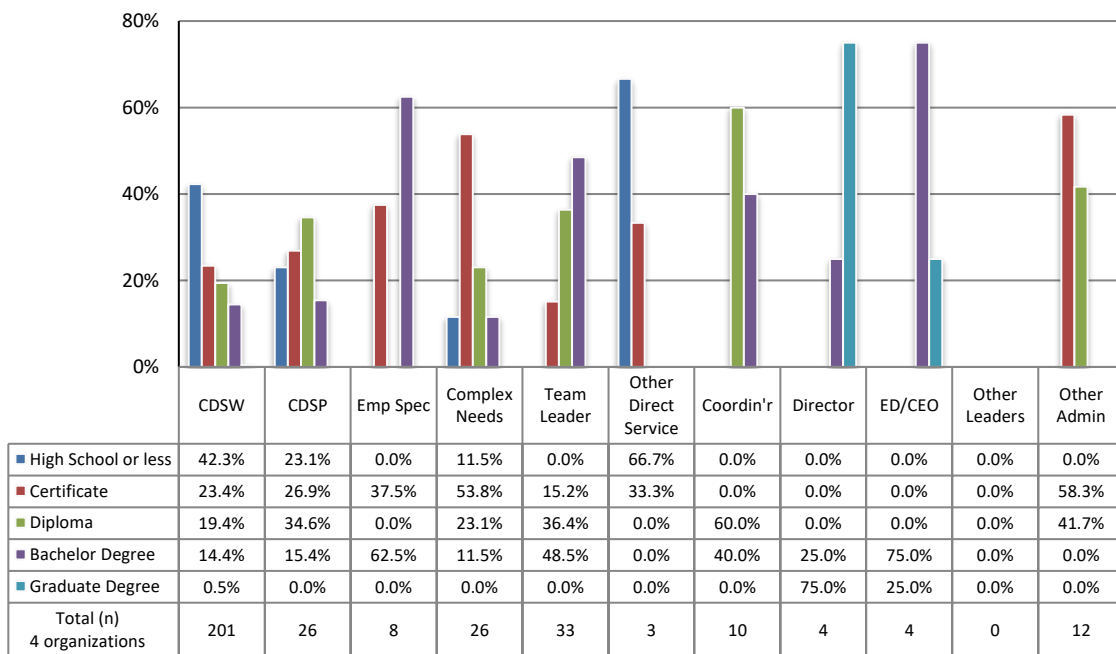
Education Level by Position 2018
North Central/North East Regions Workforce



Education Level by Position 2018
North West Region Workforce



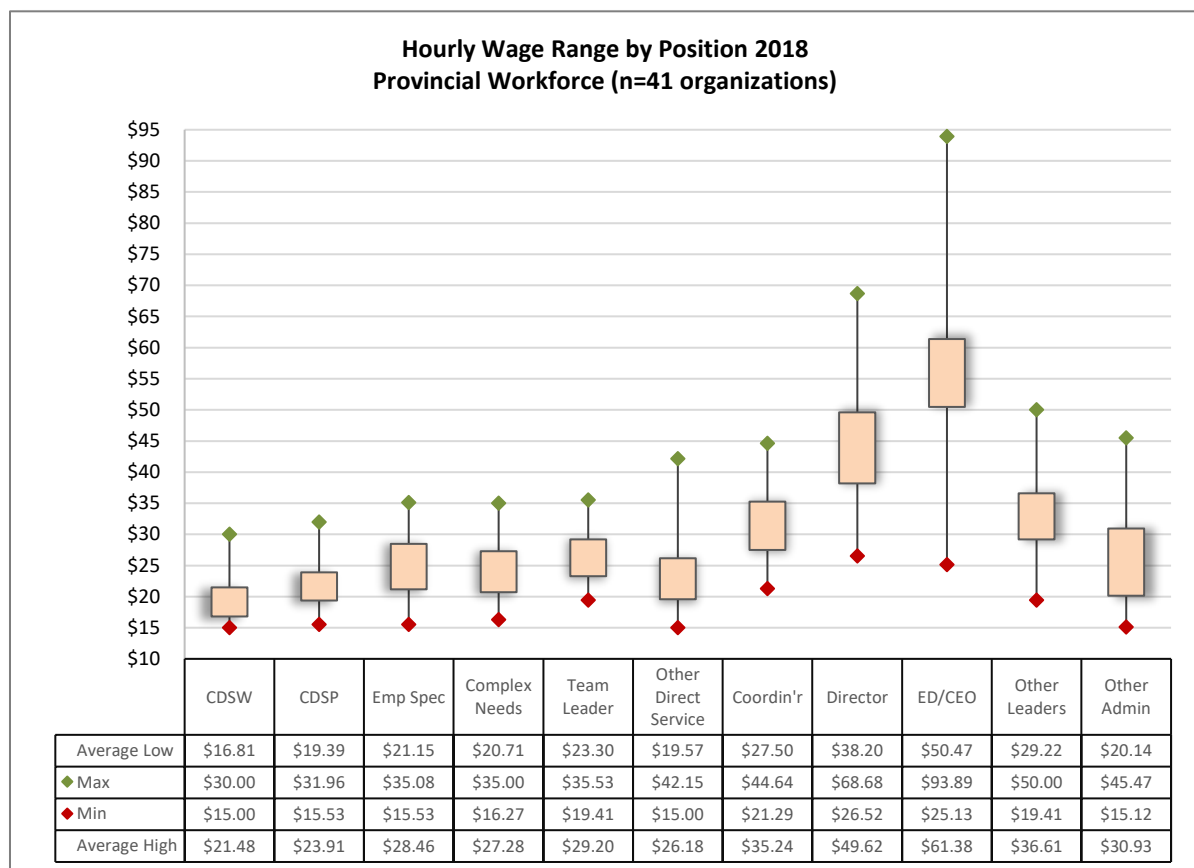
Education Level by Position 2018
South Region Workforce



3.4 Wages

Forty-one organizations out of the 43 in the sample (95%) reported the wage ranges they paid for each position. The chart below shows the lowest (*min*) and highest (*max*) hourly wage values reported, as well as the span between the *average low* and *average high* values for each position.⁴ The *average* wage range is a more accurate indicator of the wage range for the bulk of the workers in that position.

Hourly wages for CDSW ranged from \$15.00 to \$30.00; the *average* wage range was concentrated at the bottom end of this range, from an average low of \$16.81 to an average high of \$21.48. Similarly, CDSP wages ranged from \$15.53 to \$31.96, while the average range was closer to the lower end from \$19.39 to \$23.91. Complex Needs Support workers had a higher wage range than CDSW and CDSP, from \$16.27 to \$35.00, with the average range \$20.71 to \$27.28. Team Leaders, who typically have both frontline and supervisory roles, started slightly higher than frontline workers (minimum reported wage \$19.41; average low \$23.30), however, their wages topped out at levels very close to that of Complex Support Needs workers (maximum \$35.53; average high \$29.20).



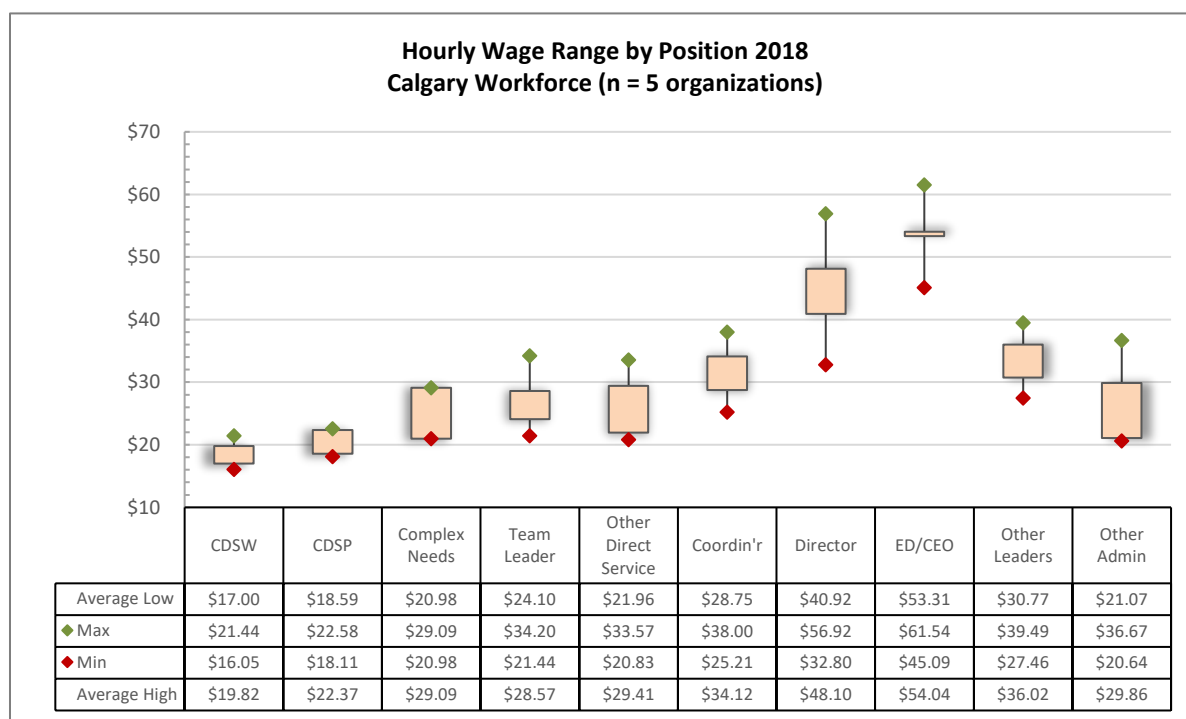
⁴ Average low is the mean of all the lowest wages reported for the position; average high is the mean of all the highest wages reported for the same position. For example, if two agencies reported the following wage ranges for a CDSW: Agency A \$15 - \$30; Agency B \$19 - \$34, the statistics for that position would be: Min: \$15. Max: \$34. Average low: \$17 $((15+19)/2)$; Average high: \$32 $((30+34)/2)$.

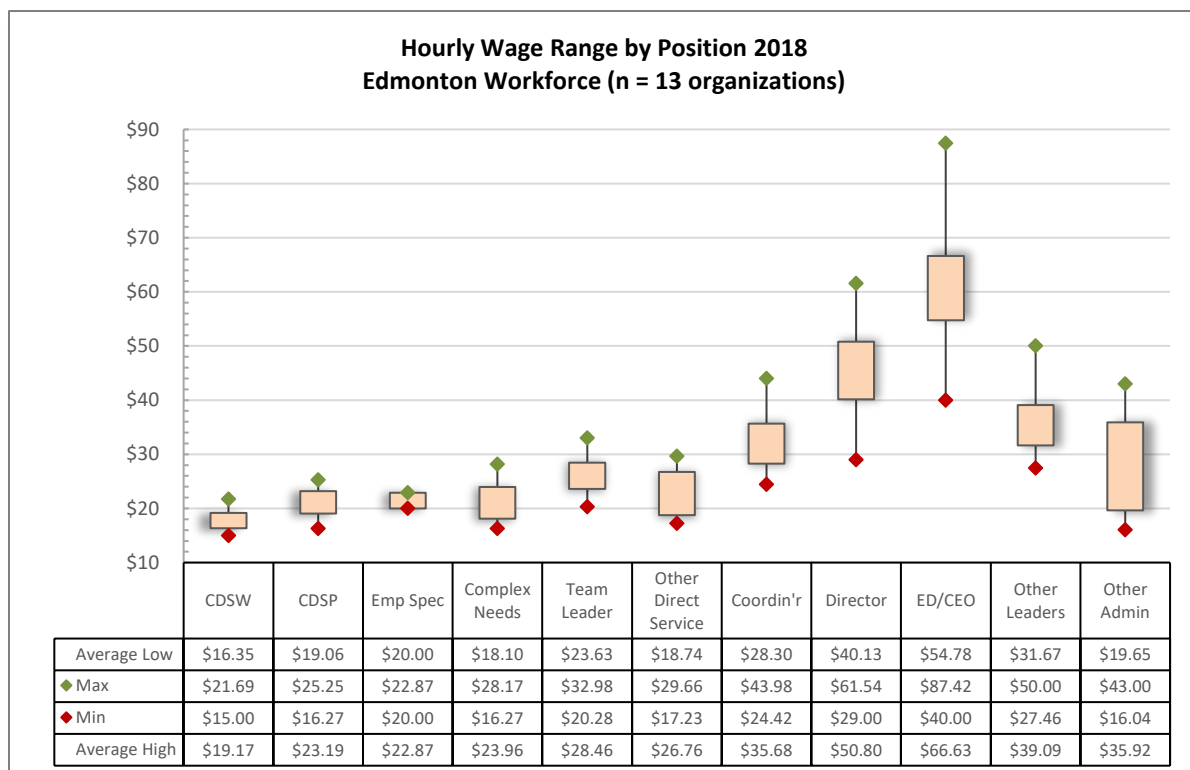
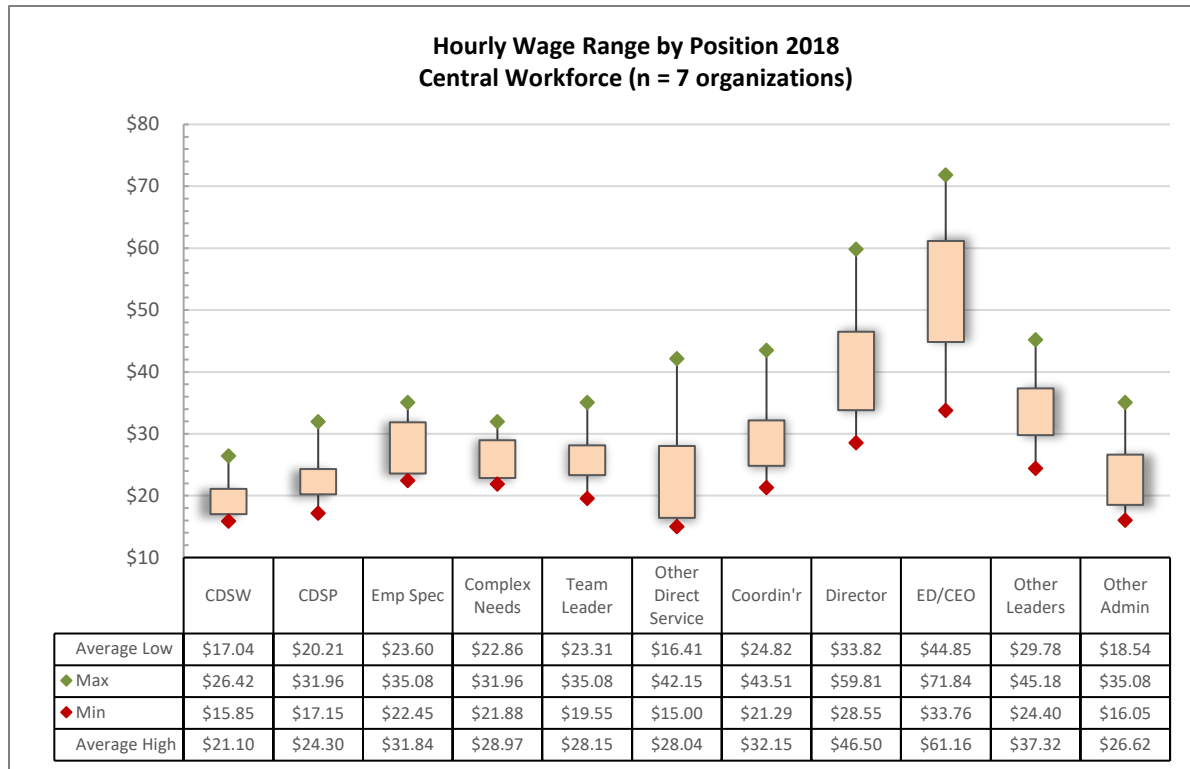
Wage ranges for sleepover roles were reported by 29 organizations. Regardless of position, sleepover wages clustered around \$15.00/hr. Complex Support Needs workers had the highest average wage range for sleepover jobs, from \$15.79 to \$15.90. There were no notable regional differences.

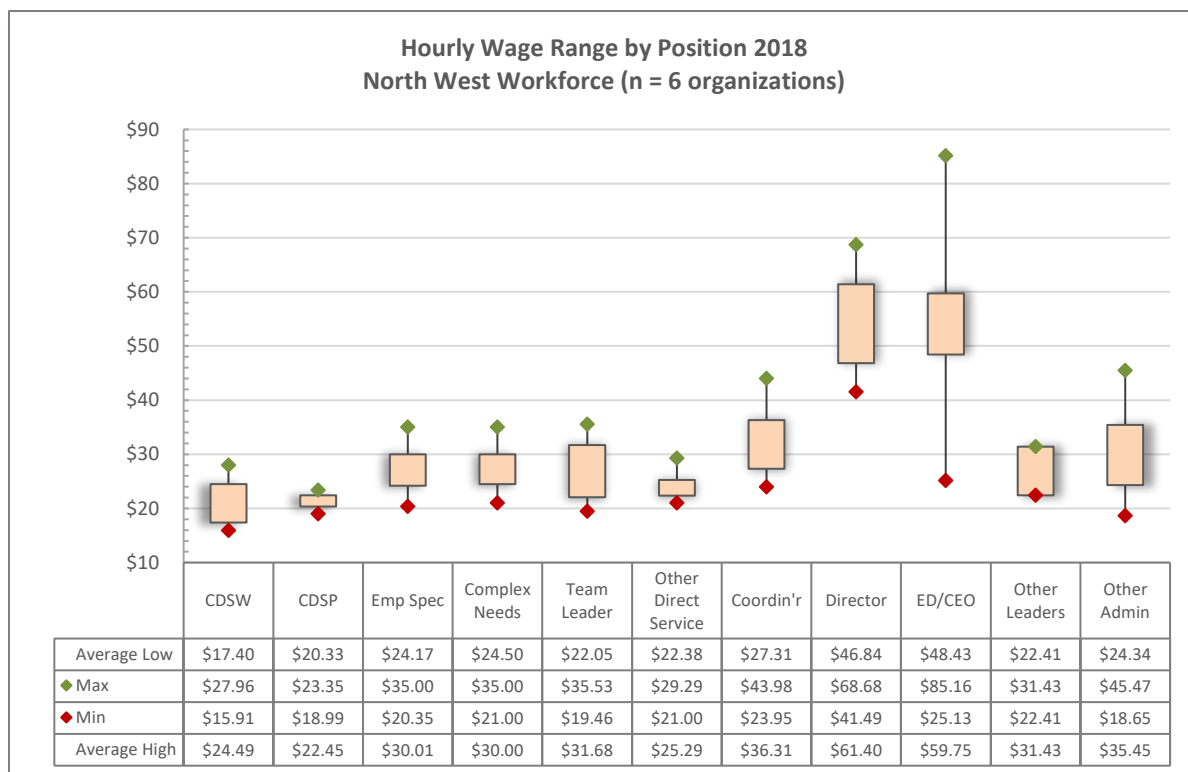
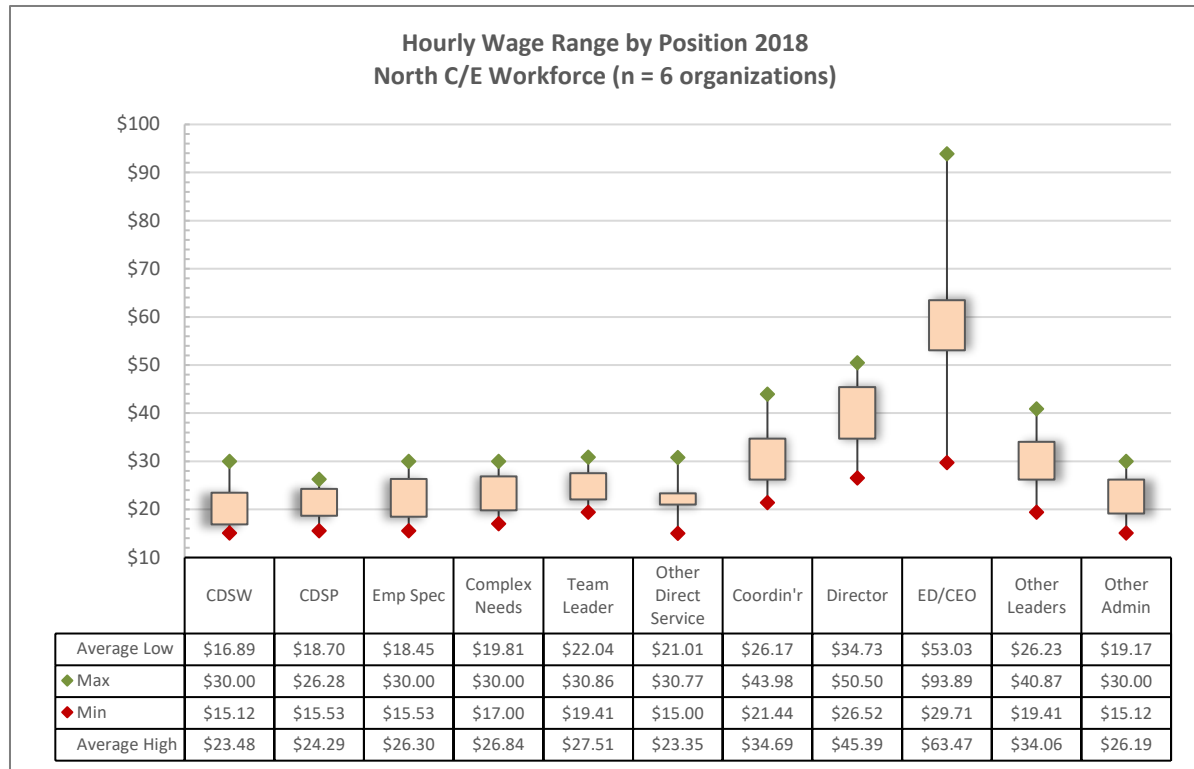
Wage ranges for sleepover positions 2018

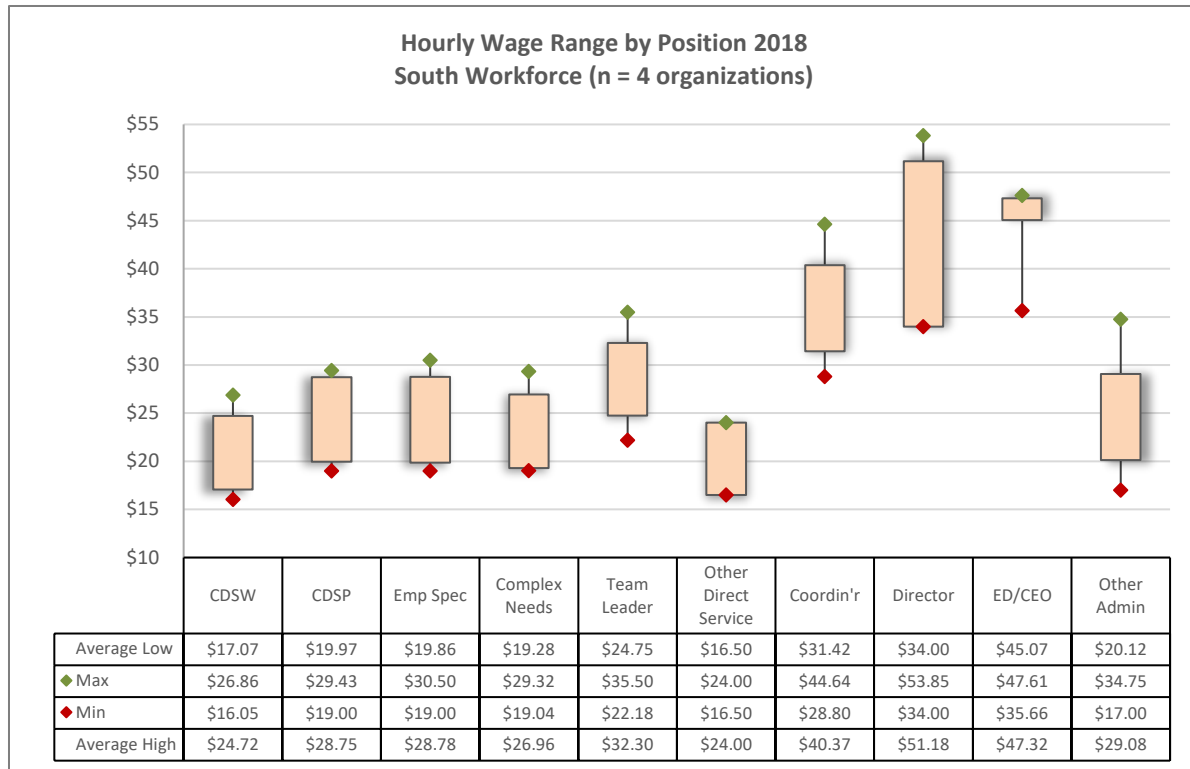
Provincial Workforce	Minimum	Maximum	Average Low	Average High
Community Disability Services Worker	\$15.00	\$20.75	\$15.00	\$15.38
Community Disability Services Practitioner	\$15.00	\$15.71	\$15.00	\$15.18
Complex Needs Support Worker	\$15.00	\$18.00	\$15.79	\$15.90
Team Leader	\$15.00	\$15.00	\$15.00	\$15.00
Other Direct Service Worker	\$15.00	\$15.00	\$15.00	\$15.00
Coordinator	\$15.00	\$15.00	\$15.00	\$15.00

Regional wage ranges are displayed below. Sample sizes are too small for further analysis.









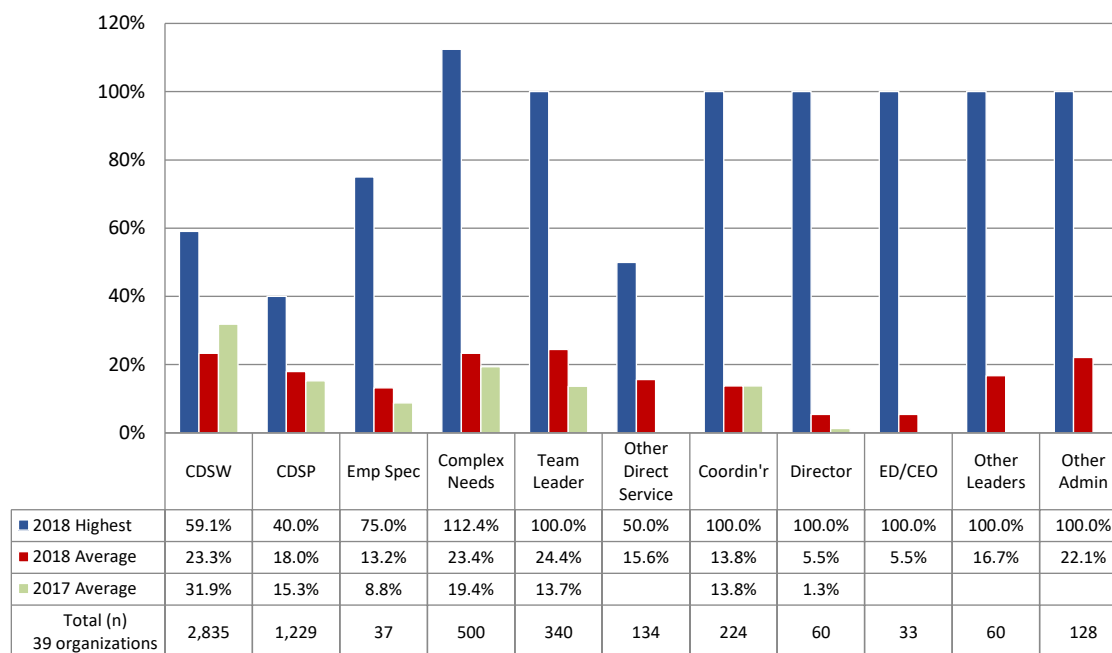
3.5 Turnover

Turnover rate by position was reported by 39 organizations for 5,580 employees across the province (83% of employees in the sample) for January 1 to November 1, 2018 (10 months). Provincial data was annualized to compare with 2017.

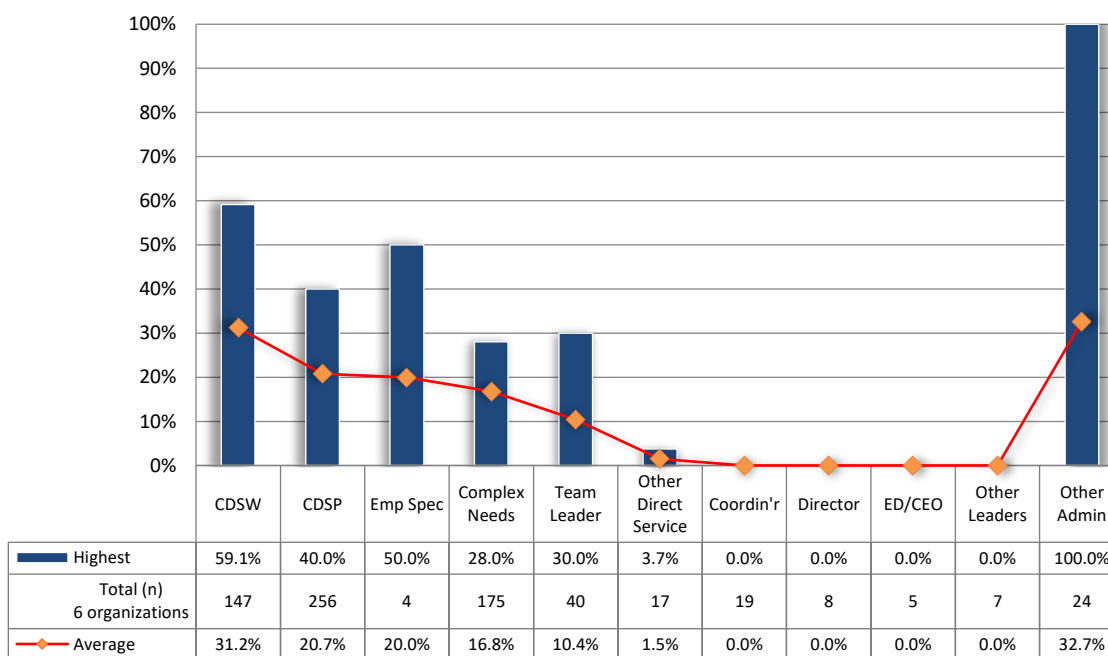
The average turnover in 2018 was higher than in 2017 for CDSP (18.0% vs 15.3%), Employment Specialists (13.2% vs 8.8%), Complex Support Needs Workers (23.4% vs 19.4%), Team Leaders (24.4% vs 13.7%) and Directors (5.5% vs 1.3%). CDSW had lower turnover in 2018 than in 2017 (23.3% vs 31.9%). Turnover data was not collected in 2017 for other direct service, ED/CEO, other leadership, and other administrative positions.

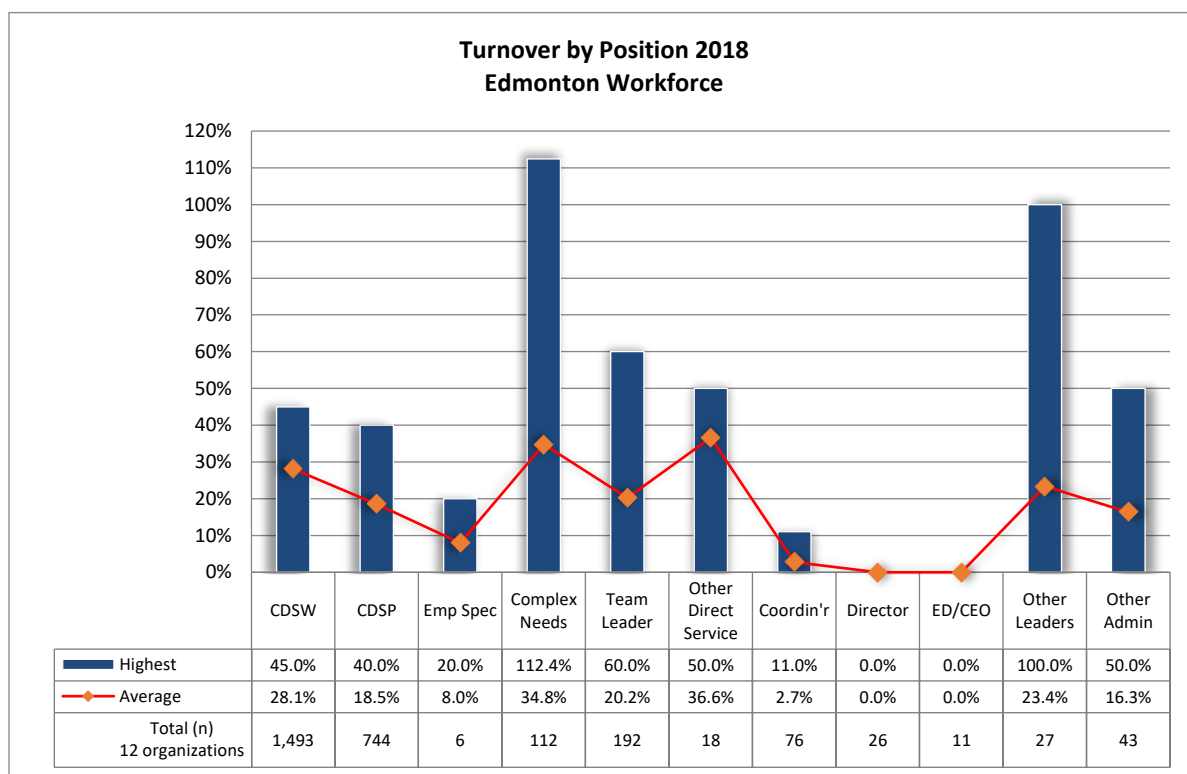
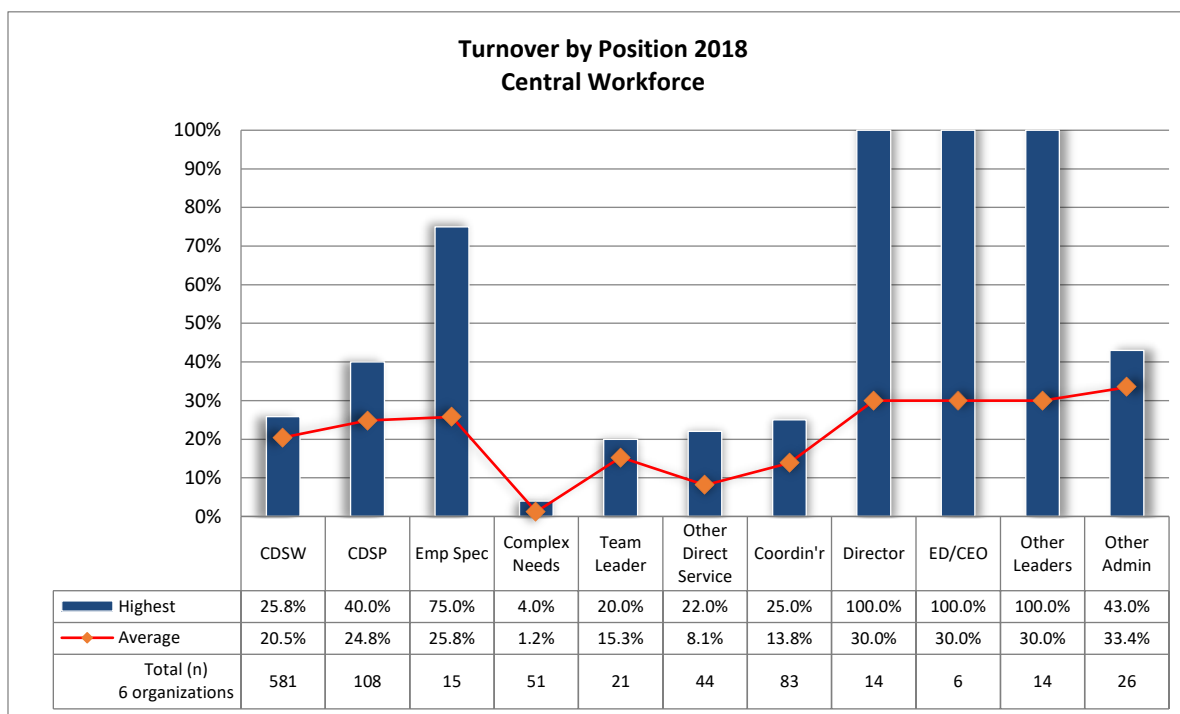
Regional charts are displayed after the provincial chart.

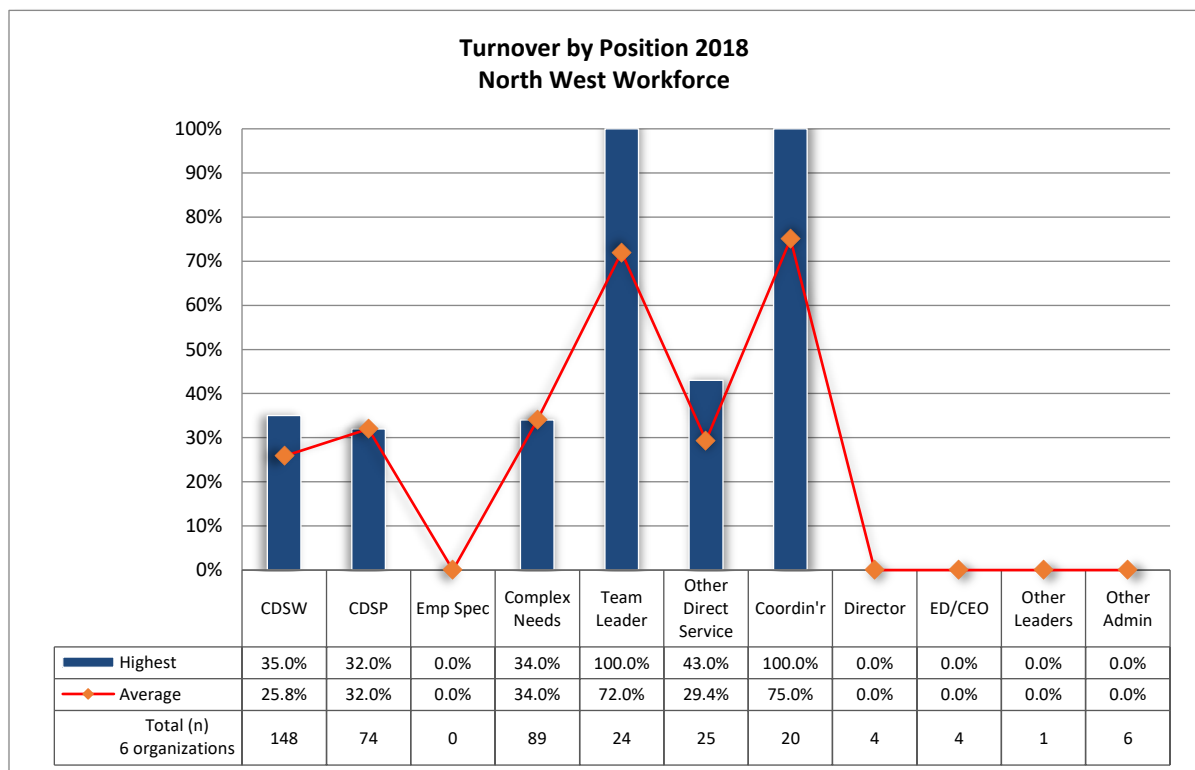
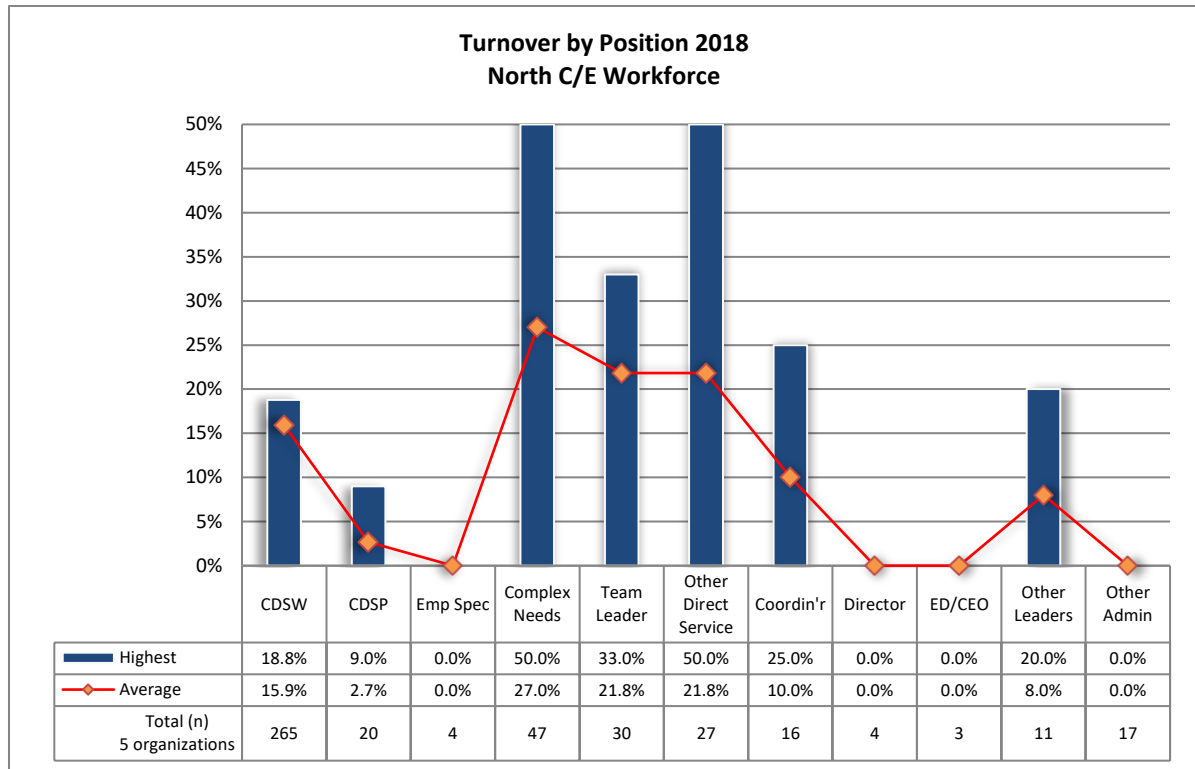
**Turnover by Position 2018 and 2017
Provincial Workforce**

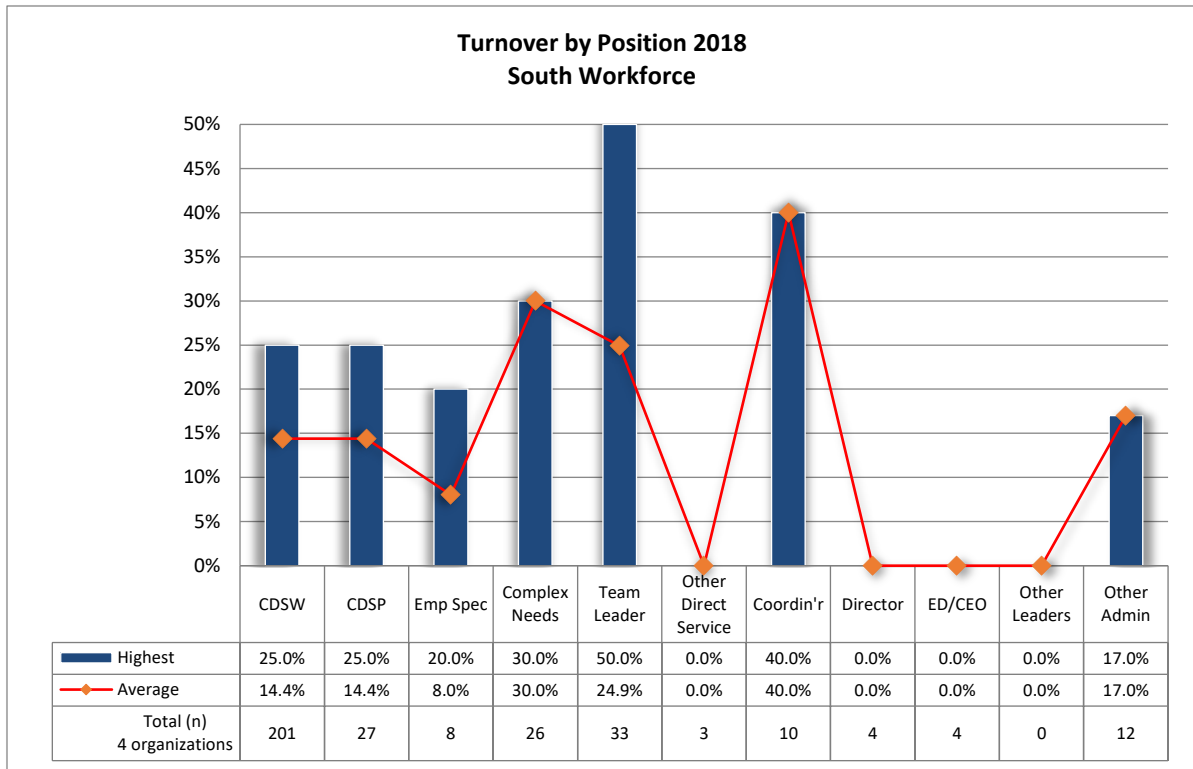


**Turnover by Position 2018
Calgary Workforce**









4.0 Training

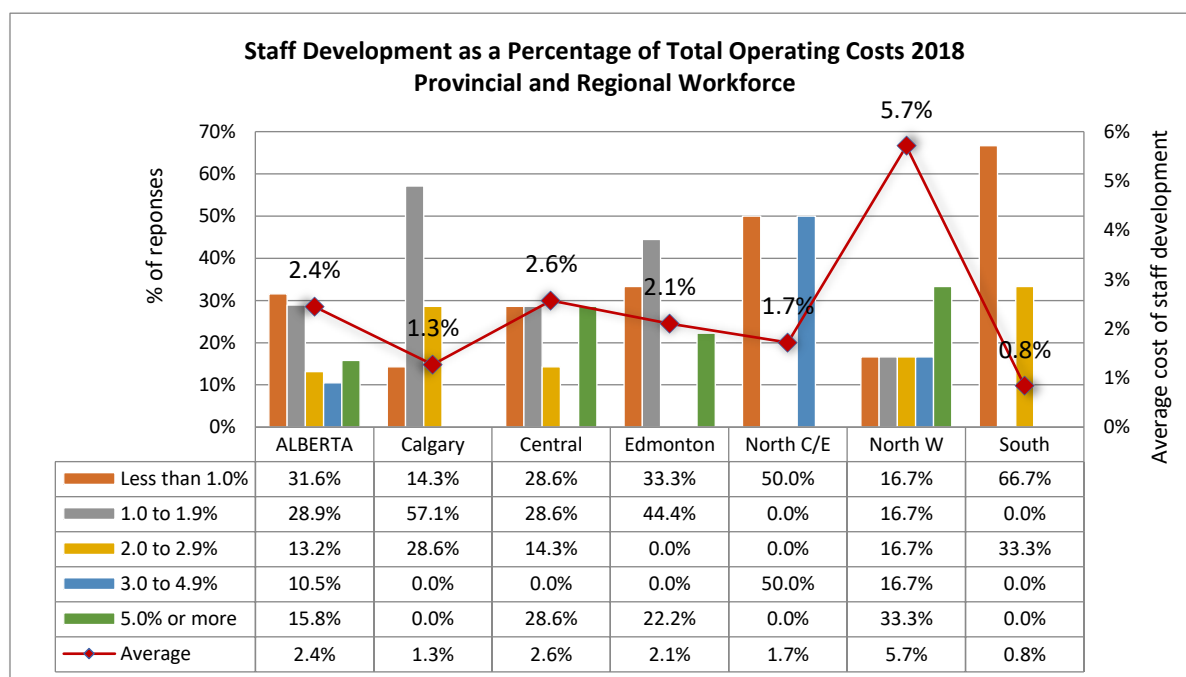
4.1 Costs

4.1.1 Staff development relative to organization's total operating costs

Thirty-eight organizations in the sample (88.4%) reported their total staff development costs relative to their total annual operating budget. Across the province, staff development costs for over half the organizations (60.5%) were less than 2.0% of total operating costs. However, over a quarter of the organizations (26.3%) spent 3.0% or more of their total operating costs on staff development.

On average, staff development costs for the entire sample were 2.4% of total operating costs.

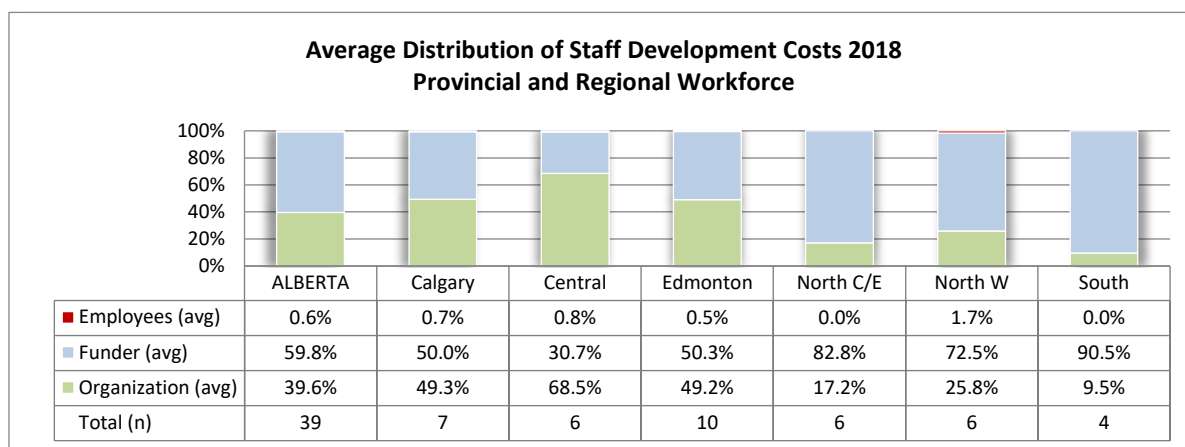
Average staff development costs relative to total operating costs were highest in North West (5.7%), followed by Central (2.6%), Edmonton (2.1%), North C/E (1.7%), Calgary (1.3%), and South (0.8%). North West also had the highest proportion of organizations (33.3%) allocating 5.0% or more of their total operating costs on staff development.



4.1.2 Who pays the costs for staff development

On average, across 39 organizations reporting, staff development costs were distributed almost entirely between the funder (59.8%) and the organization (39.6%), with staff paying a trivial portion (0.6%).

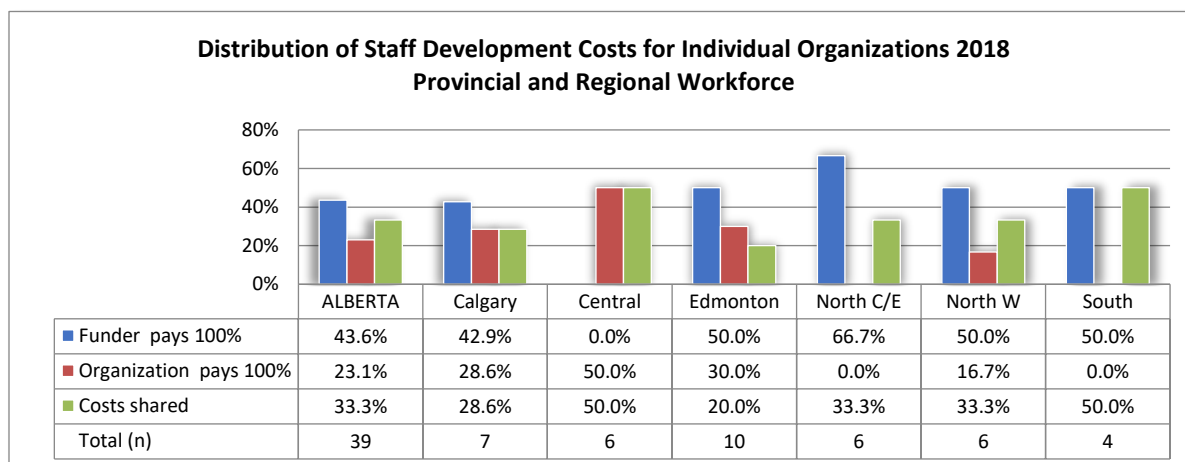
Organizations in Central covered the highest proportion of costs (68.5%) on average, while the funder covered the highest proportion in South (90.5%), North C/E (82.8%) and North West (72.5%). Average cost distribution between funder and organizations was split almost equally in Calgary and Edmonton.



The *average* cost distribution for a location is not the same as the cost distribution for *individual* organizations (chart on next page)

Across the province, the average cost distribution was almost a 60/40 split between funders and organizations. However, the funder paid 100% of costs for 17 organizations (43.5%), while 9 (23.1%) organizations stated the organization picked up all the costs, and the remaining (33.3%) said the costs were shared with the funder (each paid some portion of the costs, not necessarily equal amounts).

North C/E had the highest percentage of organizations (66.7%) with costs fully paid by the funder. The proportion of organizations that fully paid their own costs was highest in Central (50%), followed by Edmonton (30%), Calgary (28.6%) and North C/E and North West (33.3%). None of the organizations responding from the South said they fully paid their own staff development costs.



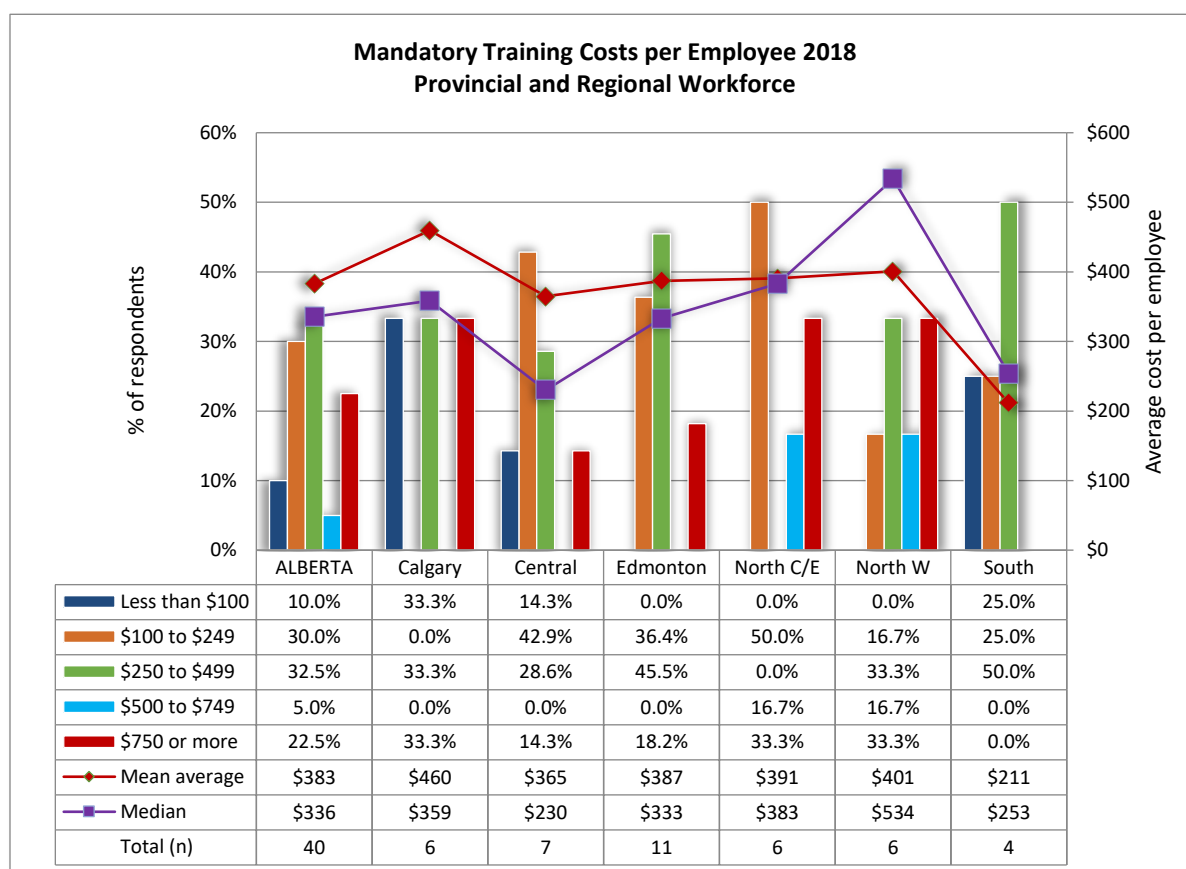
4.1.3 Mandatory training costs

Mandatory training costs were reported by 40 organizations (93.0%) for the period April 1 to September 30, 2018. The data was annualized, and divided by the number of employees per organization to obtain annual mandatory training costs per employee for each organization.

Organizations varied with respect to what they included in their calculation for mandatory training costs. Many, but not all, included course fees and materials, cost of external or internal trainers, and travel related expenses. Travel related costs were less likely to be included by organizations in Calgary, Edmonton and Central regions, but factored heavily for organizations in North West and North C/E. Most organizations did not include costs related to wages for staff attending the training and staff coverage costs. However, these costs can be significant.

Across the province, the average cost for mandatory training was \$383/employee, with a median of \$336. Forty percent of organizations allocated less than \$250/employee for mandatory training; almost a quarter (22.5%) allocated \$750 or more. These are most likely underestimated since most organizations did not include staff wages and coverage costs in their calculations.

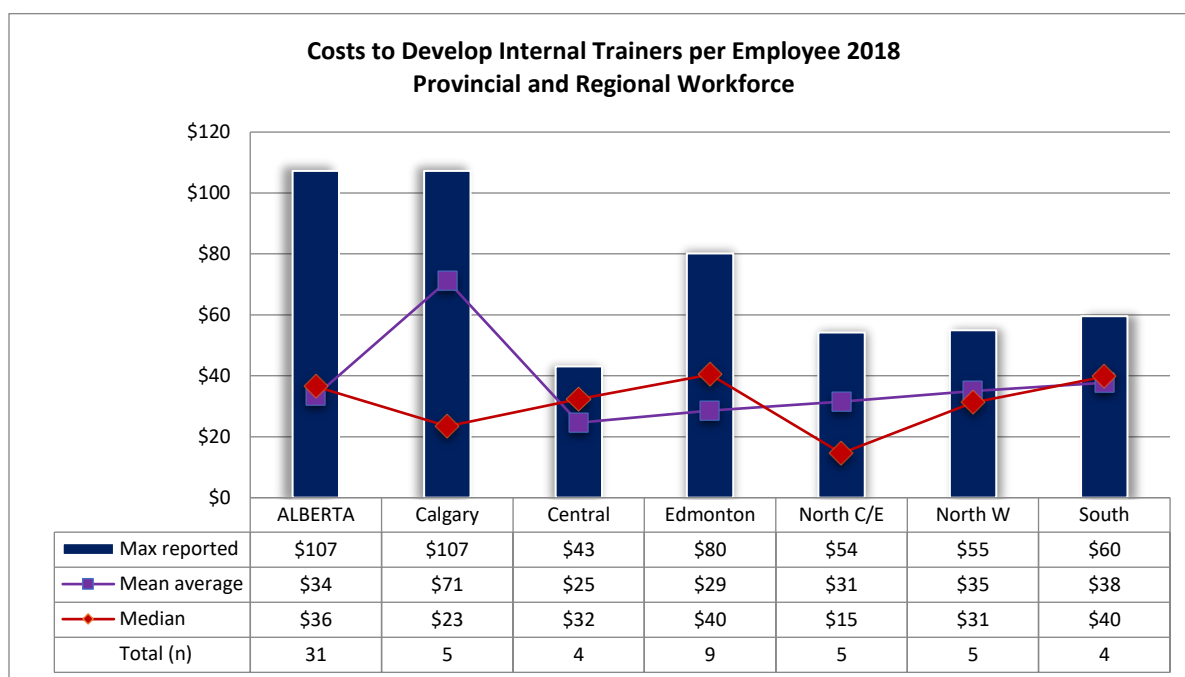
Mandatory training costs per employee were lowest in the South and highest in the North West. Regional averages (mean, median): Calgary (\$460, \$359), Central (\$365, \$230), Edmonton (\$387, \$333), North C/E (\$391, \$383), North West (\$401, \$534), South (\$211, \$253).



4.1.4 Costs to develop internal trainers

Annual costs to develop internal trainers (e.g., for train-the-trainer courses) were reported by 31 organizations (72.1%). The amounts were converted to obtain the average cost per total number of employees in the organization.

Across the province, the average cost was \$34/employee, with a median of \$36/employee and a maximum reported cost of \$107/employee. Regional response rates are too low for comparison; regional values are reported for information only. It is highly likely that these costs, like the mandatory training costs reported, are significantly under-estimated since staffing costs and coverage costs were not included by most organizations.



4.2 Training concerns, issues and needs

Several respondents identified the following training issues and needs:

- **Lack of trained pool.** Many new employees do not have work experience or training specific to the community disability sector. Lack of adequate post-secondary disability programs in the province is a critical issue.
- **Training costs are impacted by low wages and turnover.** Many new workers who join the disability sector leave after getting trained to work in other jobs such as health care or senior care facilities for better wages. Low wages cause turnover, impact quality of life of individuals, and increase training costs. Almost 80% of workers leave within 3 months of employment, and 40% leave in less than a year (ACDS 2017 Annual Workforce Survey).
- **Training cost have increased due to changes in requirements.** Mandatory requirements are extensive and keep increasing. Recent changes under occupational health and safety regulations

and in complex needs training requirements for accreditation have increased training burden and costs.

- **Funding does not address full costs of training.** Although most organizations receive at least some funding for training, the amount is not enough to cover the total costs. In most cases, a portion of hard costs (such as course fees, materials or travel) might be paid, however, the funding does not cover the wages for staff attending the training or the costs for staff providing coverage. Revenues that must be allocated to mandatory training reduce the amount of funding available for other important expenditures. Other government departments (e.g., Alberta Health Services, Addictions and Mental Health, etc.) provide much higher funding than PDD to cover training costs, including costs for re-certification.
- **Rural locations have significant training challenges.** Training is not as easily available in rural locations, so it gets done infrequently and is harder to schedule. Organizations face considerable travel costs to send staff for training or to bring in external trainers. Online training provides some relief from this, however, not all training is available online or it is not the optimum medium for certain types of training that requires in-person instruction. Coverage costs are also high because staff who need to travel for training are away from the workplace longer than if the training was available near the workplace.
- **More training options needed.** There is a need for more online training, skills upgrading (beyond mandatory requirements), and leadership training to help frontline and supervisory staff take on positions of greater responsibility.

4.3 Types of training provided by position

Respondents provided extensive data (over 3,000 entries in total) on the various types of training provided for each of the 11 positions included in the survey. For each position, the data included: whether the training was considered mandatory by the organization; the rationale for the training (whether it was required by the funder, accreditor, organization, or because of client needs); the delivery method (in-house trainer, external trainer, online, or a combination); and level of availability (always available, sometimes available, or not available in the community).

To make the data meaningful, comparable and digestible, the following steps were taken:

- Commercial titles were replaced by the subject area covered by the training (e.g., Open Future Learning's "Do the Write Thing" module was categorized as "Communication/Documentation").
- Training listed by only *one* organization for only *one* position *and* which could not be categorised under a broader classification was omitted. These types of "one-off" training (e.g., for a specific software system used by only one position) were deemed to be unique to an organization or the employee. Including one-off training in his report would have provided little of value.

The following tables present the training by region. The list should be treated as illustrative rather than comprehensive because not all organizations responded to the survey, and of those that did, not all completed the training list. The data was taken as presented and not validated in any other way.

4.3.1 Calgary Region

CALGARY REGION TRAINING 2018 (n = 7 organizations)													
Availability: A = Always; S = Sometimes; N = Not available locally Method: INT = In-house trainer; EXT = External trainer; ONL = Online; CMB = Combination (#) = no. of organizations responding NR = no response Rationale: M=Mandatory; NM = Not mandatory; A = Accreditor required; F = Funder required; O = Organization required; C = Client-specific													
Training	Availability	Method	CDS Worker	CDS Practitioner	Employment Specialist	Complex Needs Worker	Team Leader	Other Direct Service	Coordinator	Director	ED / CEO	Other Leaders	Other Admin
Page 1 of 2													
Abuse Prevention and Response Protocol	A (5) S (1)	INT (4) EXT (1) CMB (1)	MA (1) MF (2) MO (2)	MF (2) MO (2)	MF (1) MO (1)	MF (1)	MA (1) MF (2) MO (2)	MA (1)	MA (1) MF (3) MO (2)	MF (1) MO (2)	MA (1) MF (1) MO (1)	MA (1)	MA (1) MF (1) MO (1)
American Sign Language	A (1)	EXT (1)	NM-C (1)	NM-C (1)					NM-C (1)				
Back Care	S (1)	INT (1)	NM-C (1)	NM-C (1)					NM-C (1)				
Communication/Documentation	A (1)	ONL (1)	MO (1)	MO (1)					MO (1)				
Crisis Intervention - Non-Violent	A (4) S (1)	INT (4) EXT (1)	MA (1) MO (3)	MF (1) MO (3)	MF (1) MO (1)		MA (1) MF (1) MO (2)	MA (1)	MA (1) MF (1) MO (3)	MF (1) MO (2)	MA (1) MF (1) MO (1)	MA (1)	MA (1) MF (1) MO (3)
Crisis Prevention and Intervention	A (2)	INT (2)	MA (1)	MA (1) NM (1)	MO (1)	MA (1)	MA (1) MO (1)		MA (1) NM (1)	NM (1)	NM (1)		MO (1)
Diversity Training	A (1)	INT (1)	MO (1)	MO (1)		MO (1)	MO (1)		MO (1)				
First Aid / CPR	A (5) S (2)	EXT (7)	MA (1) MF (2) MO (2)	MF (3) MO (3)	MF (1) MO (1)	MF (1)	MA (1) MF (2) MO (3)	MO (2)	MA (1) MF (2) MO (3)	MF (1) MO (3)	MF (1) MO (2)	MO (1)	MF (1) MO (2)
FOIP / PIPEDA	A (2)	ONL (2)		MF (1)	MF (1)		MF (1) MO (1)		MF (1) MO (1)	MF (1) MO (1)	MF (1) MO (1)		MF (1) MO (1)
Food Safety	A (3)	ONL (3)	MO (3)	MO (3)		MO (1)	MO (2)		MO (3)	MO (1)	MO (1)		
Foundations in Community Disability Studies	A (3) S (1)	EXT (1) ONL (2) CMB (1)	MO (3) NM (1)	MO (3) NM (1)	MO (1)	NM (1)	MO (3) NM (1)		MO (1) NM (1)	MO (1)			
Individual Rights	A (1)	ONL (1)	MO (1)	MO (1)		MO (1)	MO (1)		MO (1)				
Infection Prevention and Control	A (2)	ONL (1) CMB (1)	MO (2)	MO (2)			MO (1)	MO (2)		MO (1)	MO (1)		MO (1)

CALGARY REGION TRAINING 2018 (n = 7 organizations)													
Availability: A = Always; S = Sometimes; N = Not available locally Method: INT = In-house trainer; EXT = External trainer; ONL = Online; CMB = Combination (#) = no. of organizations responding NR = no response Rationale: M=Mandatory; NM = Not mandatory; A = Accreditor required; F = Funder required; O = Organization required; C = Client-specific													
Training	Availability	Method	CDS Worker	CDS Practitioner	Employment Specialist	Complex Needs Worker	Team Leader	Other Direct Service	Coordinator	Director	ED / CEO	Other Leaders	Other Admin
Page 2 of 2													
Leadership	S (1)	EXT (1)							NM-O (1)				
Medication Administration	A (4) S (1)	INT (1) EXT (1) ONL (2) CMB (1)	MA (1) MO (4)	MA (1) MO (3)		MA (1) MO (1)	MA (1) MO (3)	MO (1)	MA (2) MO (3)	MO (1)	MO (1)	MO (1)	
Mental Health First Aid	A (1)	INT (1)	NM-O (1)	NM-O (1)			NM-O (1)		NM-O (1)	NM-O (1)	NM-O (1)		NM-O (1)
Occupational Health and Safety	A (1)	ONL (1)	MA (1)	MO (1)		MO (1)	MO (1)		MA (1)		MO (1)	MO (1)	MO (1)
Outcomes	A (1)	INT (1)	MO (1)	MO (1)		MO (1)	MO (1)		MO (1)				
Positive and Restrictive Procedures	A (1)	INT (1)	MO (1)	MO (1)	MO (1)		MO (1)		MO (1)	MO (1)			
Positive Behaviour Supports	A (3) S (1)	INT (3) EXT (1)	MA (2) MO (1)	MA (1) MF (1) MO (1)	MF (1)	MA (1)	MA (2) MF (1) MO (1)	MA (1)	MA (2) MF (1) MO (1)	MF (1) MO (1)	MA (1) MF (1) MO (1)	MA (1)	MA (1) MF (1) MO (1)
Safe Bathing and Showering	A (2)	INT (1) ONL (1)	MA (1) MO (1)	MA (1) MO (1)		MA (1)	MA (1) MO (1)		MA (1) MO (1)	MO (1)	MO (1)		
Suicide Awareness and Intervention	A (2) S (2)	INT (1) EXT (3)	MC (1) NM-C (2)	MO (1) MC (1) NM (2)	NM-O (1)	MO (1)	MO (1) NM (2)		MO (1) MC (1) NM (1)	NM-O (1)	NM-O (1)	MO (1)	NM-O (1)
Supervisory Training	S (2)	INT (1) EXT (1)					NM-O (1)		MO (2)	MO (1)	MO (1)		
Trauma-Informed Care	S (1)	INT (1)	MA (1)	MA (1)		MA (1)	MA (1)		MA (1)				
WHMIS	A (2)	ONL (2)	MO (1)	MO (2)	MO (1)		MO (1)		MO (1)				

4.3.2 Central Region

CENTRAL REGION TRAINING 2018 (n = 7 organizations)													
Availability: A = Always; S = Sometimes; N = Not available locally Method: INT = In-house trainer; EXT = External trainer; ONL = Online; CMB = Combination (#) = no. of organizations responding NR = no response Rationale: M=Mandatory; NM = Not mandatory; A = Accreditor required; F = Funder required; O = Organization required; C = Client-specific													
Training	Availability	Method	CDS Worker	CDS Practitioner	Employment Specialist	Complex Needs Worker	Team Leader	Other Direct Service	Coordinator	Director	ED / CEO	Other Leaders	Other Admin
Page 1 of 5													
Abuse Prevention and Response Protocol	A (5) S (1)	INT (6)	MA (3) MF (1) NM-O (1)	MA (2) MF (1) MO (1)	MA (1) MF (1)	MA (1) MF (1)	MA (3) MF (2)	MA (1) MF (1)	MA (1) MF (1) MO (1)	MF (2)	MF (2)	MF (2)	MF (1)
Abuse Prevention and Response Protocol - Trainer	S (1)	EXT (1)							MO (1)				
Accounting/Bookkeeping/Payroll	S (1)	CMB (1)								MO (1)	MO (1)		MO (1)
Addictions	A (2)	INT (2)				MO (1)	MO (1)			MO (1)			
Aging and end of life related	S (1) N (1)	EXT (2)	MO (1)	MO (1)	MO (1)	MO (1)	MO (1)	MO (1)	MO (1)				
American Sign Language	S (1)	EXT (1)	NM-O (1)	NM-O (1)	NM-O (1)	NM-O (1)	NM-O (1)						
Assistive Tech or Equipment Training	A (1) S (1)	ONL (1) CMB (1)	NM-F (1)	NM-F (1)			NM-F (1)		NM-F (1) NM-O (1)				
Autism	A (1)	ONL (1)	MA (1)	MA (1)	MA (1)	MA (1)	MA (1)						
Back Care	A (2)	INT (2)	MC (1) NM-O (1)	MO (1) MC (1)				MO (1)	MO (1)			MO (1)	
Brain Injury	A (1)	ONL (1)		NM-O (1)	NM-O (1)		NM-O (1)						
Communication/Documentation	A (2) S (1)	INT (1) ONL (1) CMB (1)	NM-O (1)	NM-O (1)	NM-O (1)	MO (1) NM-O (1)	MO (1) NM-O (1)				NM-O (1)		
Community Inclusion	A (1)	ONL (1)	NM-A (1)	NM-A (1)			NM-A (1)		NM-A (1)				
Complex Behaviour	A (1) N (1)	EXT (1) ONL (1)							NM-O (1)	NM-O (1)		NM-O (1)	
Conflict Resolution	A (1) S (1)	INT (1) EXT (1)	NM (1)	NM (1)			NM (1)	NM (1)	MO (2) NM-O (1)	NM-O (2)	NM (2)		
Crisis Intervention - Non-Violent	A (2) S (2)	INT (3) EXT (1)	MO (2) NM-O (1)	MO (3)	MO (1) NM-C (1)	MF (1) MO (1)	MF (1) MO (2)	MO (2)	MO (2)	MO (1) NM (1)		MO (1)	

CENTRAL REGION TRAINING 2018 (n = 7 organizations)													
Availability: A = Always; S = Sometimes; N = Not available locally Method: INT = In-house trainer; EXT = External trainer; ONL = Online; CMB = Combination (#) = no. of organizations responding NR = no response Rationale: M=Mandatory; NM = Not mandatory; A = Accreditor required; F = Funder required; O = Organization required; C = Client-specific													
Training	Availability	Method	CDS Worker	CDS Practitioner	Employment Specialist	Complex Needs Worker	Team Leader	Other Direct Service	Coordinator	Director	ED / CEO	Other Leaders	Other Admin
Page 2 of 5													
Crisis Intervention - Non Violent Trainer	S (1)	EXT (1)							NM-O (1)				
Crisis Prevention and Intervention	A (1) S (1)	INT (1) EXT (1)	MO (1)	MO (1)	MO (1)	MO (1)	MO (1)	MO (1)	MO (1) NM-O (1)	MO (1)	MO (1)	MO (1)	MO (1)
Critical Incident	NR	NR								MO (1)			
Database	A (1)	CMB (1)	MO (1)	MO (1)	MO (1)	MO (1)	MO (1)		MO (1)	MO (1)			MO (1)
Diabetes Training/Sharps	A (1)	ONL (1)	NM-F (1)	NM-F (1)			NM-F (1)		NM-F (1)				
Diversity Training	A (1) S (1)	INT (1) EXT (1)	NM (1) NM-O (1)	MO (1)			NM (1)	MO (1)	MO (1) NM (1)	MO (1)	MO (1)	MO (1) NM (1)	MO (1)
Emergency Preparedness/Response	A (2)	INT (2)	MO (2)	MO (1)	MO (1)	MO (1)	MO (2)						
Employment Standards	S (1)	CMB (1)								MO (1)		MO (1)	MO (1)
Employment Supports	A (1) N (1)	ONL (1) EXT (1)	NM-O (1)	NM-O (1)	MO (1)	NM-O (1)	MO (1)		NM-O (1)	NM-O (1)		MO (1)	
Ethics and Boundaries	A (4)	INT (3) ONL (1)	MA (1)	MA (1) MO (2)		MO (1)	MA (1) MO (2)	MA (1) MO (1)	MO (1)		MO (1)		
FASD	A (4) N (1)	INT (2) EXT (1) ONL (2)	MO (2) NM-C (1)	NM-O (2) NM-C (1)	MO (1) NM-O (1)	MO (3)	MO (2) NM-O (1) NM-C (1)	MF (1)	MO (1) NM-C (1)	NM-O (1) NM (1)			
FASD Trainer	A (1)	INT (1)							NM-O (1)				
Fire Safety	A (2) S (1)	INT (1) EXT (2)	MO (2) NM-A (1)	MO (2) NM-A (1)	MO (1)	MO (1)	MO (2) NM-A (1)		NM-A (1)				MO (1)
First Aid / CPR	A (5) S (2)	INT (1) EXT (4) CMB (2)	MA (3) MF (1) MO (2)	MA (2) MF (1) MO (2)	MF (1) MO (2)	MF (1) MO (2)	MA (3) MF (1) MO (2)	MA (1) MO (2)	MA (2) MO (2)	MA (1) MO (3)	MA (1) MO (2)	MA (1) MF (1) MO (2)	MA (1) MO (2)
First Aid and CPR - Trainer	S (1)	EXT (1)							NM-O (1)			NM-O (1)	

CENTRAL REGION TRAINING 2018 (n = 7 organizations)													
Availability: A = Always; S = Sometimes; N = Not available locally Method: INT = In-house trainer; EXT = External trainer; ONL = Online; CMB = Combination (#) = no. of organizations responding NR = no response Rationale: M=Mandatory; NM = Not mandatory; A = Accreditor required; F = Funder required; O = Organization required; C = Client-specific													
Training	Availability	Method	CDS Worker	CDS Practitioner	Employment Specialist	Complex Needs Worker	Team Leader	Other Direct Service	Coordinator	Director	ED / CEO	Other Leaders	Other Admin
FOIP / PIPEDA	A (3) S (2)	INT (1) EXT (1) ONL (3)	NM-A (1) NM-O (1)	MO (1) NM-A (1)	MF (1)	MO (1)	MO (1) NM-A (1)	MO (1)	MO (2) NM-A (1)	MF (1) MO (3)	MF (1) MO (3)	MF (1) MO (2)	MF (1) MO (3)
Food Safety	A (5) S (1)	INT (2) ONL (2) CMB (2)	MA (1) MC (1) NM-A (1) NM-O (2)	MA (1) MC (1) NM-A (1) NM-O (1)	NM-O (1)	MO (1) NM-O (1)	MA (1) MC (1) NM-A (1) NM-O (1)	MO (1)	MA (1) MO (1) NM-A (1)			MA (1) MO (1)	
Foundations in Community Disability Studies	A (2) S (3)	INT (4) CMB (1)	MA (1) MO (1) NM-O (3)	MA (1) NM-O (3)	NM-O (2)	NM-O (2)	MA (1) NM-O (2)	MO (1) NM-O (1)	MA (1) NM-O (1)	NM-O (1)	NM-O (1)		
Foundations in Community Disability Studies - Trainer	S (2)	INT (1) CMB (1)					MO (1)		MO (1) NM-O (1)			MO (1)	
Guardian/Trustee	A (1) S (1)	ONL (1) CMB (1)	NM-O (1)	NM-O (1)	NM-O (1)	NM-O (1)	NM-O (1)						
HR Training	A (1) S (1) N (1)	EXT (2) ONL (1)		NM-O (1)	NM-O (1)		NM-O (1)		NM-O (2)	NM-O (1)	NM-O (2)	NM-O (1)	
Indigenous Training	A (1) S (1)	EXT (1) ONL (1)	MC (1) NM-O (1)	NM-O (1)	NM-O (1)	NM-O (1)	MC (1) NM-O (1)		MC (1)			MA (1) MC (1)	
Individual Rights	A (1)	ONL (1)	MO (1)	NM-O (1)	NM-O (1)	NM-O (1)	NM-O (1)						
Infection Prevention and Control	A (3)	INT (2) ONL (1)	NM-A (1) NM-O (1)	NM-A (1) NM-O (1)		NM (1)	NM (1)	MO (1)	NM-A (1) NM-O (1)			MO (1)	
Introduction to CDS work	A (1)	ONL (1)	MO (1)	NM-O (1)	NM-O (1)	NM-O (1)	NM-O (1)						
Investigation	N (1)	EXT (1)								MO (1)	MO (1)		
Labour Standards	S (2)	EXT (1) CMB (1)									MO (1)	MO (1)	MO (1) NM-O (1)
Leadership	A (1) S (1) N (1)	EXT (1) ONL (1) CMB (1)			NM-O (1)		NM-O (1)			NM-O (1)	NM-O (1)	MO (1) NM-O (1)	

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CENTRAL REGION TRAINING 2018 (n = 7 organizations)													
Availability: A = Always; S = Sometimes; N = Not available locally Method: INT = In-house trainer; EXT = External trainer; ONL = Online; CMB = Combination (#) = no. of organizations responding NR = no response Rationale: M=Mandatory; NM = Not mandatory; A = Accreditor required; F = Funder required; O = Organization required; C = Client-specific													
Training	Availability	Method	CDS Worker	CDS Practitioner	Employment Specialist	Complex Needs Worker	Team Leader	Other Direct Service	Coordinator	Director	ED / CEO	Other Leaders	Other Admin
Page 4 of 5													
Medication Administration	A (5) S (1)	INT (2) EXT (3) ONL (1)	MA (3) MO (1) NM-O (1)	MA (2) MO (2)	MO (1)	MA (1) MO (1)	MA (4) MO (1)	MA (1) MO (2)	MA (2) MO (3)	MO (1)	MO (1)	MA (1) MO (1)	
Mental Health	N (1)	EXT (1)							NM-O (1)	NM-O (1)			
Mental Health First Aid	A (1) S (2)	INT (1) EXT (1) ONL (1)	NM-O (1) NM-C (1)	NM-O (1) NM-C (1)	NM (1) NM-O (1)	MF (1) NM-O (1)	MF (1) NM-O (1) NM-C (1)		MO (1) NM-C (1)	MO (1)			
Menu Planning	A (1)	CMB (1)	NM-A (1)	NM-A (1)			NM-A (1)		NM-A (1)				
Occupational Health and Safety	A (2) S (1)	INT (1) ONL (1) CMB (1)	MO (3)	MO (3)	MO (2)	MO (3)	MO (3)	MO (2) NM (1)	MO (3)	MO (3)	MO (2) NM (1)	MO (2)	MO (1) NM (1)
Outcomes	A (2)	INT (1) CMB (1)	MA (2)	MA (1)	MA (1)	MA (1)	MA (2)		MA (1)	MA (1)		MA (1)	
Outcomes - Trainer	S (1)	INT (1)							NM-O (1)			NM-O (1)	
Parenting	N (1)	EXT (1)						MF (1)					
Positive and Restrictive Procedures	A (1) S (1)	INT (2)	MA (1)				MA (1)	MO (1)	MA (1) NM-O (1)			MA (1) NM-O (1)	
Positive Behaviour Supports	A (5) S (1)	INT (5) CMB (1)	MA (4) NM-O (1)	MA (3) MO (1)	MA (1)	MA (1) MO (1)	MA (5)	MA (1) MO (1)	MA (3) MO (1)	MO (1) NM (1)	MO (1) NM (1)	MA (1) MO (2)	MO (1)
Positive Behaviour Supports - Trainer	S (2)	EXT (2)							MO (1) NM-O (1)			NM-O (1)	
Risk Analysis	S (1)	CMB (1)							NM-O (1)				
Safe Bathing and Showering	A (1)	CMB (1)	NM-A (1)	NM-A (1)			NM-A (1)		NM-A (1)				
Stress Management	A (1)	ONL (1)	NM-O (1)	NM-O (1)	NM-O (1)	NM-O (1)	NM-O (1)			NM-O (1)			

CENTRAL REGION TRAINING 2018 (n = 7 organizations)													
Availability: A = Always; S = Sometimes; N = Not available locally Method: INT = In-house trainer; EXT = External trainer; ONL = Online; CMB = Combination (#) = no. of organizations responding NR = no response Rationale: M=Mandatory; NM = Not mandatory; A = Accreditor required; F = Funder required; O = Organization required; C = Client-specific													
Training	Availability	Method	CDS Worker	CDS Practitioner	Employment Specialist	Complex Needs Worker	Team Leader	Other Direct Service	Coordinator	Director	ED / CEO	Other Leaders	Other Admin
Page 5 of 5													
Suicide Awareness and Intervention	A (2) S (2)	INT (1) EXT (3)	MA (1) MC (1) NM-O (1)	MO (1) MC (1)	NM-O (1)	MF (1)	MA (1) MF (1)	MO (2)	MA (1) MO (1) MC (1)	MF (1)		MA (1) MO (1)	
Supervisory Training	A (1) S (1) N (1)	INT (1) EXT (1) ONL (1)		NM-O (2)	MO (1)		MO (1) NM-O (2)		MO (1) NM-O (1)	MO (1)	MO (1) NM (1)		
Trauma-Informed Care	A (1) S (1)	EXT (1) ONL (1)	NM-C (1)	NM-C (1)			NM-C (1)		NM-C (1)				
WHMIS	A (3)	ONL (2) CMB (1)	MO (2)	MO (1)	MO (1)	MO (1)	MO (2)		MO (1)			MO (1)	MO (1)
Workforce Classification System	S (1)	EXT (1)							MO (1)		NM-O (1)	MO (1)	
Workplace Culture	A (1) N (1)	INT (1) EXT (1)	MO (1)	MO (1)			MO (1)	MO (1)	MO (2)	MO (1)			

4.3.3 Edmonton Region

EDMONTON REGION TRAINING 2018 (n = 13 organizations)													
Availability: A = Always; S = Sometimes; N = Not available locally Method: INT = In-house trainer; EXT = External trainer; ONL = Online; CMB = Combination (#) = no. of organizations responding NR = no response Rationale: M=Mandatory; NM = Not mandatory; A = Accreditor required; F = Funder required; O = Organization required; C = Client-specific													
Training	Availability	Method	CDS Worker	CDS Practitioner	Employment Specialist	Complex Needs Worker	Team Leader	Other Direct Service	Coordinator	Director	ED / CEO	Other Leaders	Other Admin
Page 1 of 4													
Abuse Prevention and Response Protocol	A (11) S (2)	INT (10) ONL (1) CMB (2)	MA (3) MF (6) MO (2)	MA (2) MF (8) MO (3)	MF (2)	MF (3) MO (2)	MA (1) MF (5) MO (3)	MA (1) MF (2) MO (1)	MA (1) MF (5) MO (2)	MA (2) MF (1) MO (1)	MA (1) NM-F (1)	MA (1) MF (1) MO (2) NM-F (1)	MA (1) NM-F (1)
Addictions	A (1) S (2)	EXT (1) ONL (1) CMB (1)	MO (3)			MO (2)	MO (1)		MO (1)				
American Sign Language	A (1) S (1)	EXT (2)	NM-C (2)	NM-C (2)			NM-C (1)	NM-C (1)	NM-C (2)				
Autism	S (1)	EXT (1)	NM-C (1)	NM-C (1)			NM-C (1)	NM-C (1)	NM-C (1)	NM-C (1)	NM-C (1)		
Back Care	A (2) S (2)	INT (3) CMB (1)	MA (3) MO (1) NM-C (1)	MA (3) MO (1) NM-C (1)	MA (1)	MA (1)	MA (3) MO (1)	MA (1) MO (1)	MA (2) NM-C (1)	MA (1)	NM-A (1)	MO (1) NM-A (1)	NM-A (1)
Communication/Documentation	A (1) S (1)	INT (1) ONL (1)	MO (2)	MO (2)			MO (1)		MO (2)				
Complex Behaviour	A (1)	INT (1)	MA (1)	MA (1)			MA (1)	MA (1)	MA (1)	MA (1)		MA (1)	
Crisis Intervention - Non-Violent	A (7) S (5)	INT (11) EXT (1)	MA (4) MF (2) MO (3) NM-A (1)	MA (4) MF (3) MO (4) NM-A (1)	MF (1) NM-A (1)	MA (1) MF (1) MO (2) NM-A (1)	MA (3) MF (2) MO (3) NM-A (1)	MA (1) MO (1) MO (3) NM-A (1)	MA (2) MF (1) MO (3) NM-A (1)	MA (2) MO (1) NM-A (1)	NM-A (1)	MA (1) MO (1) NM-A (1)	MF (1) MO (1) NM-A (1)
Crisis Prevention and Intervention	A (1)	INT (1)	MO (1)	MO (1)			MO (1)	MO (1)	MO (1)			MO (1)	
Diversity Training	A (6)	INT (4) EXT (1) ONL (1)	MA (2) MO (2)	MA (1) MO (4)		MO (1)	MA (1) MO (4)	MA (1) MO (2)	MA (2) MO (1)	MA (1) MO (1)	MO (1)	MA (1) MO (2) NM-O (1)	MO (1)
Employment Supports	S (1)	INT (1)	MO (1)	MO (1)			MO (1)		MO (1)	MO (1)	MO (1)		MO (1)

EDMONTON REGION TRAINING 2018 (n = 13 organizations)													
Availability: A = Always; S = Sometimes; N = Not available locally Method: INT = In-house trainer; EXT = External trainer; ONL = Online; CMB = Combination (#) = no. of organizations responding NR = no response Rationale: M=Mandatory; NM = Not mandatory; A = Accreditor required; F = Funder required; O = Organization required; C = Client-specific													
Training	Availability	Method	CDS Worker	CDS Practitioner	Employment Specialist	Complex Needs Worker	Team Leader	Other Direct Service	Coordinator	Director	ED / CEO	Other Leaders	Other Admin
Page 2 of 4													
Ethics and Boundaries	A (2) S (1)	INT (2) EXT (1)	MA (1) MO (1)	MA (1) MO (1) NM-C (1)	MA (1)	MA (1)	MA (1) MO (1)	MA (1) MO (1)	MA (1)	MA (1) MO (1)	MO (1) NM-A (1)	MO (1) NM-A (1)	NM-A (1)
FASD	S (2)	EXT (1) CMB (1)	NM-C (1)	MC (1)		MC (1)	NM-C (1)	NM-C (1)	NM-C (1)	NM-C (1)	NM-C (1)		
Fire Safety	A (1)	INT (1)		MF (1)									MF (1)
First Aid / CPR	A (7) S (4)	INT (1) EXT (8) CMB (2)	MA (3) MF (5) MO (2)	MA (3) MF (6) MO (2)	MA (1) MF (1)	MA (2) MF (1) MO (1)	MA (3) MF (4) MO (2)	MA (2) MF (1) MO (1)	MA (2) MF (4) MO (1)	MA (2) MO (1)	MO (1) NM-A (1) NM (1)	MA (1) MF (1) MO (1) NM-A (1)	MA (1) MF (2) NM-A (1)
FOIP / PIPEDA	A (3)	INT (1) ONL (2)	MA (1) MO (1)	MA (1) MO (1)			MA (1) MO (1)	MO (1)		MA (1) MO (1)	MA (1) MO (1)	MO (1)	MA (1) MF (1)
Food Safety	A (8)	INT (3) ONL (4) CMB (1)	MA (3) MF (1) MO (3)	MA (4) MF (1) MO (3)	MA (1) MF (1)	MA (2) MF (1)	MA (3) MF (1) MO (2)	MA (2) MO (1) NM-A (1)	MA (2) MF (1) MO (2)	MA (3)	MA (1) NM-A (1)	MA (1) MO (1) NM-A (1)	NM-A (1)
Foundations in Community Disability Studies	A (2) S (1)	INT (1) ONL (2)	NM-A (1) NM-C (1)	NM-A (1) NM-C (2)	NM-A (1)	NM-A (1)	NM-A (1) NM-C (2)	NM-A (1) NM-C (1)	NM-A (1) NM-C (1)	NM-A (1)	NM-A (1)	NM-A (1) NM-C (1)	NM-A (1)
HR Training	A (1)	ONL (1)		NM-O (1)			NM-O (1)						
Indigenous Training	A (1)	INT (1)		MF (1)									
Individual Rights	A (1)	ONL (1)	MO (1)	MO (1)			MO (1)	MO (1)	MO (1)			MO (1)	
Individual Support Plan	A (1)	INT (1)	MA (1)	MA (1)			MA (1)			MA (1)			
Infection Prevention and Control	A (6)	INT (3) ONL (2) CMB (1)	MA (2) MF (1) MO (2)	MA (2) MF (2) MO (2)	MA (1) MF (1)	MA (1) MF (1)	MA (2) MF (1) MO (1)	MA (1) MO (1)	MA (1) MF (1) MO (1)	MA (2)	MA (1) NM-A (1)	MO (1) NM-A (1)	MA (1) NM-A (1)
Introduction to CDS work	A (92)	INT (1) ONL (1)	MO (1) NM-C (1)	MO (1)		MO (1)	MO (1)		MO (1)			MO (1)	
Leadership	A (1) S (1)	INT (1) EXT (1)					MO (1)		NM-O (1)				

EDMONTON REGION TRAINING 2018 (n = 13 organizations)													
Availability: A = Always; S = Sometimes; N = Not available locally Method: INT = In-house trainer; EXT = External trainer; ONL = Online; CMB = Combination (#) = no. of organizations responding NR = no response Rationale: M=Mandatory; NM = Not mandatory; A = Accreditor required; F = Funder required; O = Organization required; C = Client-specific													
Training	Availability	Method	CDS Worker	CDS Practitioner	Employment Specialist	Complex Needs Worker	Team Leader	Other Direct Service	Coordinator	Director	ED / CEO	Other Leaders	Other Admin
Page 3 of 4													
Life Skills	S (1)	CMB (1)		MC (1)		MC (1)							
Medication Administration	A (9) S (4)	INT (7) EXT (4) ONL (1) CMB (1)	MA (5) MF (1) MO (5)	MA (6) MF (3) MO (4)	MA (1) MF (1)	MA (2) MF (2) MO (1)	MA (5) MF (1) MO (4)	MA (2) MO (3)	MA (3) MF (1) MO (4)	MA (3)	NM-A (1)	MA (1) MO (3) NM-A (1)	NM-A (1) NM (1)
Mental Health	A (1)	INT (1)	MO (1)	MO (1)		MO (1)	MO (1)		MO (1)	MO (1)	MO (1)	MO (1)	MO (1)
Mental Health First Aid	A (2) S (1)	INT (3)	MA (1) MO (1) NM-C (1)	MA (1) MO (1) NM-C (1)		MO (1)	MA (1) MO (1) NM-C (1)	NM-C (1)	MA (1) MO (1) NM-C (1)	NM-C (1)	NM (1)	NM-C (1)	NM (1)
Occupational Health and Safety	A (5)	INT (2) ONL (3)	MA (1) MO (2)	MA (2) MO (2)	MA (1)	MA (2)	MA (1) MO (3)	MA (1) MO (1)	MA (1) MO (3)	MA (1) MO (3)	MO (1) NM-A (1)	MO (1) NM-A (1)	MO (1) NM-A (1)
Outcomes	A (1)	INT (1)	MA (1)	MA (1)			MA (1)	MA (1)	MA (1)			MA (1)	
Person centred planning	S (1)	INT (1)	MO (1)	MO (1)			MO (1)		MO (1)	MO (1)			
Personal Care	A (1)	INT (1)	MA (1)	MA (1)			MA (1)	MA (1)	MA (1)	MA (1)		MA (1)	
Positive and Restrictive Procedures	A (2)	INT (2)	MA (2)	MA (2)	MA (1)	MA (1)	MA (2)	MA (2)	MA (2)	MA (2)	NM-A (1)	MA (1) NM-A (1)	NM-A (1)
Positive Behaviour Supports	A (3) S (4)	INT (5) EXT (2)	MA (3) MO (1) NM-A (1)	MA (3) MF (1) MO (1) NM-A (1) NM-O (1)	NM-A (1)	NM-A (1) NM-A (1)	MA (3) MO (1) NM-A (1)	MA (1) MO (1) NM-A (1)	MA (2) MO (1) NM-A (1)	MO (1) NM-A (1)	NM-A (1)	MA (1) MO (1) NM-A (1)	NM-A (1)
Safe Bathing and Showering	A (3)	INT (1) ONL (2)	MA (1) MF (1) NM-F (1)	MA (1) MF (1) NM-F (1)	MF (1) NM-F (1)	MF (1) NM-F (1)	MA (1) MF (1) NM-F (1)	NM-A (1) NM-F (1)	MA (1) MF (1) NM-F (1)	NM-F (1)	NM-F (1)	NM-F (1)	NM-F (1)

EDMONTON REGION TRAINING 2018 (n = 13 organizations)													
Availability: A = Always; S = Sometimes; N = Not available locally Method: INT = In-house trainer; EXT = External trainer; ONL = Online; CMB = Combination (#) = no. of organizations responding NR = no response Rationale: M=Mandatory; NM = Not mandatory; A = Accreditor required; F = Funder required; O = Organization required; C = Client-specific													
Training	Availability	Method	CDS Worker	CDS Practitioner	Employment Specialist	Complex Needs Worker	Team Leader	Other Direct Service	Coordinator	Director	ED / CEO	Other Leaders	Other Admin
Page 4 of 4													
Suicide Awareness and Intervention	A (4) S (2)	INT (4) EXT (2)	MO (2) MC (1) NM-A (1) NM-O (1)	MA (1) MF (1) MO (2) MC (1) NM-A (1)		MO (1)	MO (3) NM-A (1)	MO (2)	MO (2) MC (1) NM-A (1)	MO (1)		MO (2)	NM-O (1)
Supervisory Training	A (1) S (2)	INT (1) EXT (1) CMB (1)		NM-O (1)			MO (1) NM-O (1)		MO (1)				
Trauma-Informed Care	S (1)	INT (1)	MC (1)	MC (1)			MC (1)	MC (1)	MC (1)			MC (1)	
WHMIS	A (2) S (2)	INT (1) ONL (2) CMB (1)	MA (2) MF (1) MO (1)	MA (2) MF (1) MO (1)	MF (1)	MF (1)	MA (2) MF (1)		MF (1) MO (2)	MA (1) MO (1)	MA (1)		MA (1)

4.3.4 North Central / North East Region

NORTH CENTRAL / NORTH EAST REGION TRAINING 2018 (n = 6 organizations)													
Availability: A = Always; S = Sometimes; N = Not available locally Method: INT = In-house trainer; EXT = External trainer; ONL = Online; CMB = Combination (#) = no. of organizations responding NR = no response Rationale: M=Mandatory; NM = Not mandatory; A = Accreditor required; F = Funder required; O = Organization required; C = Client-specific													
Training	Availability	Method	CDS Worker	CDS Practitioner	Employment Specialist	Complex Needs Worker	Team Leader	Other Direct Service	Coordinator	Director	ED / CEO	Other Leaders	Other Admin
Page 1 of 2													
Abuse Prevention and Response Protocol	A (4) S (1) N (1)	INT (6)	MA (1) MF (2) MO (2)	MA (1) MF (1) MO (2)	MF (2) MO (1)	MA (1) MF (2) MO (1)	MA (2) MF (1) MO (1)	MA (3)	MF (2) MO (1)	MF (2)	MF (2)	MF (2) MO (1)	MF (2)
Accounting/Bookkeeping/Payroll	S (1)	EXT (1)											NM-O (1)
Addictions	S (1)	EXT (1)				MO (1)			MO (1)	MO (1)			
Conflict Resolution	A (1) S (1)	INT (1) EXT (1)				MA (1)	NM-A (1)						
Crisis Intervention - Non-Violent	A (2) S (3)	INT (4) EXT (1)	MA (2) MO (2)	MA (2) MO (1)	MA (2) MO (1)	MA (2) MO (1)	MA (2) MO (2)	MA (3)	MA (2) MO (1)	MA (1)	MA (1)	MC (2)	
Crisis Prevention and Intervention	A (1)	INT (1)	MO (1)	MO (1)	MO (1)	MO (1)						MO (1)	
Critical Incident	A (2) S (1)	INT (2) CMB (1)	MO (1)	MO (1)	MA (1)					MO (1)		MO (1)	
Diversity Training	A (1) S (1) N (1)	INT (2) EXT (1)	MO (2)	MO (2)	MO (1)	MO (1)	MO (2)	MO (2)	MO (2)	MO (1)	MO (1)	MO (2)	
Employment Supports	A (2) N (1)	INT (2) EXT (1)	MC (1)	MC (1)	MC (1) NM-C (1)	MC (1)	MC (1)	MC (2)	MC (1) NM-C (1)	MC (1)			
First Aid / CPR	A (4) S (1)	EXT (3) CMB (2)	MA (2) MO (2)	MA (2) MO (1)	MA (2) MO (1)	MA (2) MO (1)	MA (2) MO (2)	MA (3)	MA (1) MO (2)	MA (1) MO (1)	MA (1) MO (1)	MA (2)	MA (1)
FOIP / PIPEDA	A (2)	ONL (2)	MA (1) MF (1)	MA (1)	MA (1) MF (1)	MA (1) MF (1)	MA (1) MF (1)	MA (1)	MF (1)	MF (1)	MF (1)		MF (1)
Food Safety	A (1) N (2)	ONL (2) CMB (1)	MA (1) NM-O (1)	MA (1) NM-O (1)	MA (1)	NM-O (1)		MA (2)				NM-O (1)	
Foundations in Community Disability Studies	A (2) S (2) N (1)	INT (2) ONL (2) CMB (1)	MA (1) MO (3)	MA (1) MO (2)	MA (1) MO (2)	MA (1) MO (3)	MA (1) MO (3)	MA (1) MO (3)	MA (2)	MO (1)		MO (3)	
Harm Reduction	A (1)	INT (1)				MA (1)							

NORTH CENTRAL / NORTH EAST REGION TRAINING 2018 (n = 6 organizations)													
Availability: A = Always; S = Sometimes; N = Not available locally Method: INT = In-house trainer; EXT = External trainer; ONL = Online; CMB = Combination (#) = no. of organizations responding NR = no response Rationale: M=Mandatory; NM = Not mandatory; A = Accreditor required; F = Funder required; O = Organization required; C = Client-specific													
Training	Availability	Method	CDS Worker	CDS Practitioner	Employment Specialist	Complex Needs Worker	Team Leader	Other Direct Service	Coordinator	Director	ED / CEO	Other Leaders	Other Admin
Page 2 of 2													
Individual Rights	A (1)	CMB (1)	MA (1)	MA (1)		MA (1)	MA (1)	MA (1)					
Infection Prevention and Control	S (1)	INT (1)	MO (1)	MO (1)			MO (1)		MO (1)				
Leadership	S (1)	CMB (1)					NM-O (1)			NM-O (1)	NM-O (1)	NM-O (1)	
Medication Administration	A (3) S (2) N (1)	INT (1) EXT (4) ONL (1)	MA (3) MO (2)	MA (2) MO (2)	MA (2) MO (1)	MA (3) MO (1)	MA (2) MF (1) MO (1)	MA (2) MF (1)	MA (2) MO (1)	MA (1)		MO (1)	
Mental Health	S (1)	INT (1)	MO (1)	MO (1)			MO (1)		MO (1)				
Mental Health First Aid	A (1) S (3) N (1)	INT (3) EXT (1) CMB (1)	MA (1) MO (1)	MA (1) MO (2)	MA (1)	MA (2) MO (1)	MA (1) MO (1)	MA (2)	MA (1) MO (1)	MA (1)		MA (2) MO (1)	
Outcomes	A (1) N (1)	INT (2)	MO (1)	MO (1)	MO (1)	MO (1)	MO (1)	MO (2)	MO (1)	MO (1)		MO (2)	
Person Centred Planning	S (1)	EXT (1)							MF (1)				
Positive and Restrictive Procedures	A (2)	INT (2)	MA (1) MO (1)	MA (1)	MO (1)	MA (1) MO (1)	MA (1) MO (1)	MA (1)	MO (1)	MO (1)	MO (1)		
Positive Behaviour Supports	A (2) S (3)	INT (3) EXT (2)	MA (2) MO (2)	MA (2) MO (1)	MA (1) MO (2)	MA (1) MO (2)	MA (2) MO (1)	MA (3)	MA (1) MO (1)	MA (1) MO (1)	MA (1) MO (1)	MO (1) MC (2)	
Safe Bathing and Showering	A (3) N (1)	INT (3) CMB (1)	MA (2) MO (1)	MA (2) MO (1)	MA (1)	MA (1) MO (1)	MA (2)	MA (3)	MA (1)	MA (1)		MO (1)	
Snoezelen Room	S (1) N (1)	INT (1) EXT (1)	MC (1)	MC (1)	MC (1)	MC (1)	MC (1)	MC (2)	MC (1)	MC (1)			
Suicide Awareness and Intervention	S (3) N (2)	INT (1) EXT (2) ONL (2)	MA (1) MO (2)	MA (1) MO (2)	MA (1)	MA (2) MO (1)	MA (1) MO (1)	MA (2)	MA (1) MO (1)	MA (1)		MO (1) MC (2)	
Supervisory Training	S (1)	CMB (1)					MO (1)		MO (1)	MO (1)			
Trauma-Informed Care	A (3) N (1)	INT (3) EXT (1)	MA (1) MO (1)	MA (1) MO (1)	MA (1)	MA (1) MO (1)	MA (1)	MA (2)	MA (1)	MA (1)		MA (2) MO (1)	
WHMIS	N (2)	ONL (2)	MA (1)	MA (1)	MA (1)			MA (2)					

4.3.5 North West Region

NORTH WEST REGION TRAINING 2018 (n = 6 organizations)													
Availability: A = Always; S = Sometimes; N = Not available locally Method: INT = In-house trainer; EXT = External trainer; ONL = Online; CMB = Combination (#) = no. of organizations responding NR = no response Rationale: M=Mandatory; NM = Not mandatory; A = Accreditor required; F = Funder required; O = Organization required; C = Client-specific													
Training	Availability	Method	CDS Worker	CDS Practitioner	Employment Specialist	Complex Needs Worker	Team Leader	Other Direct Service	Coordinator	Director	ED / CEO	Other Leaders	Other Admin
Abuse Prevention and Response Protocol	A (3) S (2) N (1)	INT (5) CMB (1)	MA (1) MF (3) MO (1)	MA (1) MF (2)	MA (1)	MF (1)	MA (2) MF (2) MO (1)	MA (2)	MA (1) MF (3) MO (1)	MA (1)	MA (1) MF (1)	MF (1)	MA (1)
Abuse Prevention and Response Protocol - Trainer	A (1) N (1)	EXT (2)			NM-O (1)	NM-O (1)			NM-O (1)		MO (1)		MO (1)
Accounting/Bookkeeping/Payroll	S (1)	EXT (1)									MO (1)		MO (1)
Addictions	N (1)	EXT (1)							MO (1)				
Aging and End of Life	N (1)	EXT (1)	NM-C (1)				NM-C (1)						
Autism	N (1)	EXT (1)	NM-C (1)				NM-C (1)						
Crisis Intervention - Non-Violent	A (1) S (3)	INT (4)	MA (2) MO (1)	MA (1) MF (1)	MA (1)	MA (1) MF (1)	MA (2) MF (1) MO (1)	MA (2)	MA (2) MF (1) MO (1)	MA (1)	MA (1)	MC (1)	MA (1) MO (1)
Crisis Prevention and Intervention	A (1) N (2)	INT (1) EXT (2)	MA (1) NM-C (1)	NM-C (1) NM-O (1)		NM-O (1)	MA (1) NM-O (1)		MA (1)	NM-O (1)	MA (1)		
Diversity Training	S (1) N (1)	EXT (1) INT (1)	MO (2)				MO (2)	MO (1)	MO (2)			MO (1)	MO (1)
Employment Supports	N (1)	INT (1)	MC (1)				MC (1)	MC (1)	MC (1)				
Ethics and Boundaries	S (1)	INT (1)	MO (1)	MO (1)	MO (1)	MO (1)	MO (1)	MO (1)	MO (1)	MO (1)	MO (1)		MO (1)
FASD	S (1)	EXT (1)	NM-C (1)			NM-C (1)	NM-C (1)		NM-C (1)				
First Aid / CPR	A (3) S (3)	INT (1) EXT (4) CMB (1)	MA (4) MO (1)	MA (2) MF (1)	MA (1)	MA (1) MF (1)	MA (3) MF (1) MO (1)	MA (2)	MA (3) MF (1) MO (1)	NM-A (1)	MA (1)	MA (1)	
FOIP / PIPEDA	A (1) S (1)	INT (1) ONL (1)	MO (1)	MO (2)	MO (1)	MO (2)	MO (2)	MO (1)	MO (2)	MO (2)	MO (2)		MO (1)

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NORTH WEST REGION TRAINING 2018 (n = 6 organizations)													
Availability: A = Always; S = Sometimes; N = Not available locally Method: INT = In-house trainer; EXT = External trainer; ONL = Online; CMB = Combination (#) = no. of organizations responding NR = no response Rationale: M=Mandatory; NM = Not mandatory; A = Accreditor required; F = Funder required; O = Organization required; C = Client-specific													
Training	Availability	Method	CDS Worker	CDS Practitioner	Employment Specialist	Complex Needs Worker	Team Leader	Other Direct Service	Coordinator	Director	ED / CEO	Other Leaders	Other Admin
Page 3 of 3													
Safe Bathing and Showering	N (1)	INT (1)	MA (1)				MA (1)	MA (1)	MA (1)				
Sexuality	S (1)	INT (1)	MO (1)	MO (1)	MO (1)	MO (1)	MO (1)	MO (1)	MO (1)	MO (1)	MO (1)		MO (1)
Snoezelen Room	N (1)	INT (1)	MC (1)				MC (1)	MC (1)	MC (1)				
Suicide Awareness and Intervention	S (1) N (1)	INT (1) ONL (1)	MA (1) MO (1)			MO (1)	MA (1) MO (1)	MA (1)	MA (1) MO (1)			MC (1)	
Supervisory Training	N (2)	EXT (1) CMB (1)			MO (1)	MO (1)	MO (1)		MO (1)		MO (1)		MO (1)
Trauma-Informed Care	A (1) N (1)	INT (2)	MA (1)	MF (1)		MF (1)	MA (1) MF (1)	MA (1)	MA (1) MF (1)			MA (1)	
WHMIS	N 92)	ONL (2)	MA (1)				MA (1)	MA (1)	MA (1)				

4.3.6 South Region

SOUTH REGION TRAINING 2018 (n = 4 organizations)													
Availability: A = Always; S = Sometimes ; N = Not available locally Method: INT = In-house trainer; EXT = External trainer; ONL = Online; CMB = Combination (#) = no. of organizations responding NR = no response Rationale: M=Mandatory; NM = Not mandatory; A = Accreditor required; F = Funder required; O = Organization required; C = Client-specific													
Training	Availability	Method	CDS Worker	CDS Practitioner	Employment Specialist	Complex Needs Worker	Team Leader	Other Direct Service	Coordinator	Director	ED / CEO	Other Leaders	Other Admin
Page 1 of 3													
Abuse Prevention and Response Protocol	A (4)	INH (4)	MF (3) MA (1)	MF (2) MA (1)	MF (1) MA (1)	MF (1) MA (1)	MF (3) MA (1)	MF (1)	MF (2) MA (1)	MF (1)	MF (2) MA (1)	MF (2) MA (1)	MF (2) MA (1)
Abuse Prevention and Response Protocol - Trainer	A (1)	EXT (1)					MO (1)		MO (1)				
Accounting/Bookkeeping/Payroll	S (1)	EXT (1)											MO (1)
Aging and End of Life	A (1)	INT (1)	MO (1)	MO (1)	MO (1)		MO (1)		MO (1)				
Aging and End of Life - Trainer	NR	NR							NM (1)				
Assistive Tech or Equipment Training	S (1)	EXT (1)	NM			NM	NM						
Back Care	A (2)	INT (2)	MO (2)	MO (1)	MO (1)	MO (1)	MO (2)		MO (1)				
Back Care – Trainer	A (1)	INT (1)							MO (1)				
Change Management	NR	NR								NM	NM		
Conflict Resolution	A (1) S(1)	INT (1) EXT (1)	MO (1) NM (1)	MO (1) NM (1)	MO (1) NM (1)		MO (1) NM (1)	NM (1)	MO (1)	NM (1)	NM (1)		NM (1)
Crisis Intervention - Non-Violent	A (2)	INT (2)	MF (1) NM-C (1)	NM-C (1)	NM-C (1)	MF (1) NM-C (1)	MF (1) NM-C (1)		MF (2)		MF (2)		MF (1)
Crisis Prevention and Intervention	A (2)	INT (2)	MA (2)	MA (2)	MA (1) MO (1)		MA (1) MF (1)	MA (1)	MA (1)	MA (1)			MO (1)
Crisis Prevention and Intervention - Instructor	A (1)	EXT (1)					NM (1)		NM (1)				
Diversity Training	A (1)	INT (1)	MO (1)	MO (1)	MO (1)		MO (1)	MO (1)		MO (1)	MO (1)		MO (1)
Employment Standards	S (1)	EXT (1)								MO (1)			
Employment Supports	S (1)	EXT (1)			MO (1)								

SOUTH REGION TRAINING 2018 (n = 4 organizations)													
Availability: A = Always; S = Sometimes ; N = Not available locally Method: INT = In-house trainer; EXT = External trainer; ONL = Online; CMB = Combination (#) = no. of organizations responding NR = no response Rationale: M=Mandatory; NM = Not mandatory; A = Accreditor required; F = Funder required; O = Organization required; C = Client-specific													
Training	Availability	Method	CDS Worker	CDS Practitioner	Employment Specialist	Complex Needs Worker	Team Leader	Other Direct Service	Coordinator	Director	ED / CEO	Other Leaders	Other Admin
Page 2 of 3													
Fire Safety	S (1)	EXT (1)	MO (1)	MO (1)	MO (1)		MO (1)	MO (1)					
First Aid / CPR	A (3) S (1)	EXT (3) INT (1)	MA (3) MF (1)	MA (3)	MA (2) MO (1)	MA (1) MF (1)	MA (2) MF (2)	MA (1)	MA (2) MF (1)	NM-A (1)	MA (1)		MA (1) MF (1) NM-O (1)
First Aid and CPR - Trainer	S (1)	EXT (1)							NM-O (1)				
Food Safety	A (1) S (1)	INT (1) EXT (1)	MO (1)	MC (1)		MO (1)	MO (1)						
Foundations in Community Disability Studies	A (2) S (1)	ONL (2) INH (1)	MO (1) NM-O (1)	NM (1) NM-C (1)	NM-O (1)	MO (1) NM-O (1)	MO (1) NM-O (1)		NM (2)		NM (1)		NM (1)
Harm Reduction	S (1)	EXT (1)	NM-O (1)	NM-O (1)	NM-A (1)		NM-C (1)	NM-C (1)					
Individual Rights	A (1)	INT (1)	MA (1)	MA (1)	MA (1)	MA (1)	MA (1)		MA (1)		MA (1)		MA (1)
Infection Prevention and Control	A (3)	INT (1) ONL (1) CMB (1)	MA (3)	MA (3)	MA (2) MO (1)	MA (1)	MA (2) MO (1)	MO (1)	MA (2)	MO (1)	MA (1) MO (1)		MA (1) MO (1)
Medication Administration	A (3) S (1)	INT (1) EXT (1) CMB (2)	MA (3) MF (1)	MA (3)	MA (2)	MA (1) MF (1)	MA (3) MF (1)	MA (1)	MA (2) MF (1)		MO (1)		
Mental Health	S (2)	EXT (1) CMB (1)	NM-C (1)	NM-C (1)		MA (1)	MA (1)		MA (1)		MA (1)		
Mental Health First Aid	A (1) S (1)	INT (1) EXT (1)	NM-O (1)	NM-O (1)	NM-O (1)	MA (1)	MA (1) NM-C (1)		MA (1)		MA (1)		
Occupational Health and Safety	A (1) S (1)	INT (1) EXT (1)	MO (1)	MO (1)	MO (1)		MO (1)	MO (1)		MO (1)			
Personal Care	A (1)	INT (1)		MC (1)									
Personal Safety	A (1)	EXT (1)	MO (1)	MO (1)	MO (1)		MO (1)		MO (1)				
Positive and Restrictive Procedures	A (1)	INT (1)	MA (1)	MA (1)	MA (1)		MA (1)		MA (1)				

SOUTH REGION TRAINING 2018 (n = 4 organizations)													
Availability: A = Always; S = Sometimes ; N = Not available locally Method: INT = In-house trainer; EXT = External trainer; ONL = Online; CMB = Combination (#) = no. of organizations responding NR = no response Rationale: M=Mandatory; NM = Not mandatory; A = Accreditor required; F = Funder required; O = Organization required; C = Client-specific													
Training	Availability	Method	CDS Worker	CDS Practitioner	Employment Specialist	Complex Needs Worker	Team Leader	Other Direct Service	Coordinator	Director	ED / CEO	Other Leaders	Other Admin
Page 3 of 3													
Positive Behaviour Supports	A (4)	INT (4)	MA (4)	MA (3)	MA (2) MO (1)	MA (2)	MA (4)	MA (1)	MA (3)	NM-A (1)	MA (2)		MA (2)
Suicide Awareness and Intervention	S (2)	EXT (2)	NM-O (1)	NM-O (1)	NM-O (1)	MA (1)	MA (1) NM-O (1)		MA (1)		MA (1)		
Supervisory Training	S (1)	EXT (1)					MO (1)						
Trauma-Informed Care	A (2) S (1)	INT (1) EXT (1) CMB (1)	MA (1) MF (1)	MF (1)	MA (1)	1MA (2)	MA (2) MF (1)	MA (1)	MA (2)	MA (1)	MA (3)		
WHMIS	A (3)	INH (1) ONL (1) CMB (1)	MA (1) MO (2)	MA (1) MO (1)	MA (1) MO (1)	MO (1)	MA (1) MO (2)	MO (1)	MA (1) MO (1)	MA (1)	MO (1)		MO (1)
Workplace Culture	A (1)	INT (1)	MO (1)	MO (1)	MO (1)		MO (1)	MO (1)		MO (1)	MA (1)		MO (1)

Appendix A: Survey Tool

(Survey was disseminated as a fillable Excel spreadsheet)

Introduction

Thank you for your participation in the ACDS Community Disability Sector Workforce Skills and Training Survey. Valid and complete sector data is essential both for the industry as a whole, and ACDS' ability to serve our member organizations. The information gathered will be used as part of ACDS' ongoing work to increase our collective knowledge of the sector so that we can advocate for effective public policies and practices.

All data submitted in this survey will be kept confidential. No identifying information about participating organizations will be shared. The data will be aggregated to produce provincial and regional results. If less than three submissions are received from a single region, the data will be included in the provincial results, however, regional analysis will not be conducted to protect the identity of participating organizations.

The confidentiality and ethics processes of this survey meet or exceed the requirements of the Tri-Council Policy Statement on the Ethical Conduct for Research, the standard used by all universities in Canada, and by the Government of Canada.

Any questions about the survey may be directed to Jody Amirault at jody@acds.ca

Survey Instructions

This survey includes a spreadsheet for each PDD service region. Please complete the survey on the tab for your organizations service region

If your organization operates in multiple service regions, please complete a spreadsheet for each region with data specific to the staff in that region. If you are unable to provide a regional breakdown, please complete the survey using the service region in which your organizations head office is located.

This survey uses job titles from the ACDS Workforce Classification System (WCS). If your organization does not use the WCS job titles, please complete the survey using the nearest equivalent positions. If a position (or equivalent) does not exist within your organization please leave the space blank. A brief descriptions of the WCS job titles is below

a. Community Disability Services Worker (CDSW)

An entry level direct service position with the training and experience to provide capable service in relatively simple situations. The CDSW typically has less than two years of industry experience.

b. Community Disability Services Practitioner (CDSP)

An experienced direct service position with the additional training and skill to provide service in more complex situations. The CDSW typically has up to five years of industry experience.

c. Employment Specialist (ES)

A direct service position with the specialized training and experience to support individuals with career exploration, preparation and entry into the job market.

d. Complex Support Needs (CSN)

An experienced direct service position with the specialized training and skill necessary to support individuals with a combination of developmental disability and at least one of the following: mental health diagnosis, complex behavioural needs, or complex medical needs.

e. Team Leader

A combined direct service role with supervisory responsibilities for a team of staff in other direct support roles.

f. Coordinator

An operational leadership position with responsibility for coordinating one or more services or programs within the organization. While there may be some client contact for dealing with service issues, this role is administrative and does not provide direct support.

g. Director

A senior management role with broader program and service area responsibility. While not at the Executive Director level, this role has responsibility for input into the organizations strategic plan and leadership responsibility for the organizations programs. The director has responsibility for overseeing a group of services rather than a single service area.

SURVEY FORM (separate form for data from each region)

(Name of organization obtained from email sender information)

1. On November 1, 2018, what was the number of paid employees within your organization by employment status? Contractors are not considered paid employees and should not be included in the total.

	Employees
Full Time (32 hours per week or more):	
Part Time (31 or fewer hours per week):	
Casual (Irregular shifts or on call):	

2. On November 1, 2018, what was the total number of employees within your organization by position? Please indicate the number of employees working in multiple positions (e.g. CSN and CDSP). Employees working multiple positions should be counted under the more senior position.

	Employees	Multiple Positions
Community Disability Services Worker (CDSW):		
Community Disability Services Practitioner (CDSP):		
Employment Specialist (ES):		
Complex Support Needs (CSN)		
Team Leader (TL):		
Other Direct Service Position:		
Coordinator		
Director:		
Executive Director:		
Other Leadership:		
Other Administrative Positions:		

3. What is your organizations wage range for each of the following positions.

	<u>Awake</u>		<u>Sleepover</u>	
	Low	High	Low	High
Community Disability Services Worker (CDSW):				
Community Disability Services Practitioner (CDSP):				
Employment Specialist (ES):				
Complex Support Needs (CSN)				
Team Leader (TL):				
Other Direct Service Position:				
Coordinator				
Director:				
Executive Director:				
Other Leadership:				
Other Administrative Positions:				

4. What is your organizations turnover rate for each of the following positions?

	Turnover
Community Disability Services Worker (CDSW):	
Community Disability Services Practitioner (CDSP):	
Employment Specialist (ES):	
Complex Support Needs (CSN)	
Team Leader (TL):	
Other Direct Service Position:	
Coordinator	
Director:	
Executive Director:	
Other Leadership:	
Other Administrative Positions:	

5. Does your organization encourage staff development by rewarding employees with higher levels of pay upon completion of: (yes/no)

Mandatory Training:	
Non Mandatory Training:	
Formal Education:	

6. Please indicate the number of staff within each job title by their highest level of completed education

	High School or Less	Certificate	Diploma	Bachelor Degree	Graduate Degree	Unknown
Community Disability Services Worker (CDSW):						
Community Disability Services Practitioner (CDSP):						
Employment Specialist (ES):						
Complex Support Needs (CSN)						
Team Leader (TL):						
Other Direct Service Position:						
Coordinator						
Director:						
Executive Director:						
Other Leadership:						
Other Administrative Positions:						

7. In the charts below, please indicated the training available to staff by job title, if the training is mandatory or non-mandatory, the reason for the training, the method of training and the overall availability of the training to staff within your organization. (drop down menu options for reasons, method and availability)

(multiple lines provided for each position)	Type of Training	Reason for Training	Training Method	Availability
Community Disability Services Worker (CDSW):				
Community Disability Services Practitioner (CDSP):				
Employment Specialist (ES):				
Complex Support Needs (CSN)				
Team Leader (TL):				
Other Direct Service Position:				
Coordinator				
Director:				
Executive Director:				
Other Leadership:				
Other Administrative Positions:				

8. Training Costs

- a. Please estimate the total cost of providing mandatory training to staff within your organization between April 1, 2018 – September 30th

b. What costs are included within your estimate (external trainers, wages, course fees etc.)

c. Please estimate how much your organization spends to develop qualified internal annually trainers (train the trainer courses etc.)

d. Between April 1, 2018 and September 30, 2018. What percentage of your organizations total operating costs were spend on staff development?

9. Training Funding

a. Please estimate the percentage of training costs covered by the Funder, the Organization, and employees between April 1, 2018 and September 30th, 2018

Funder:	
Organization:	
Employees:	

10. Final Thoughts. What other training related concerns would you like ACDS to be aware of?