

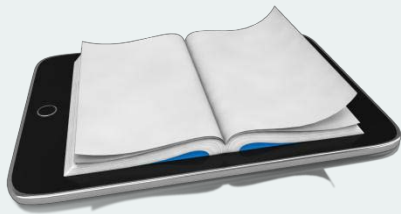
# Best Practices & Understanding Results

*Program Performance +  
Program Integrity*

Please note that the material in your manual will be covered to the degree that you can duplicate the methodology, exercises and learning.

The rest is provided for your reference.

# Do you have....



- **Session Participants Guide/Manual**



- December 2012 #11 DSQ
- #15B Profile Plan
- #15C Employer Placement
- # 15D Outcomes Follow-up Report



- **Calculator**

# I am....

## Introductions

# You are....

Please connect with a new face at your table:

1. Who are you? What agency are you from?
2. What do you most hope to get out of today?
3. What is the one thing you wish your data could tell you?

# Agenda

9:00

Introduction

9:30

Priority Areas of Focus:

**Unit #1.  
Ontario Works**

**Unit #2.  
Job Development**

**Unit #3.  
Retention**

**Topics to be covered**

**1) How does this **fit** within **EOES**?**

**2) Interconnect:**

- a) Needs Assessment
- b) Potential Service Interventions
- c) Data Entry?
- d) What are your reports telling you?

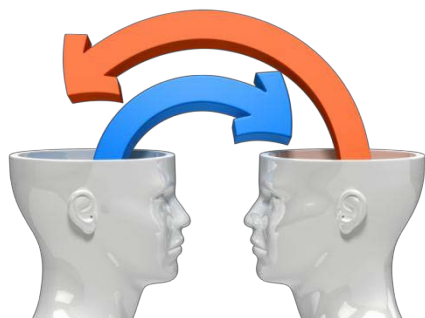
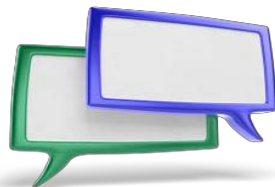
**3) Explore Case Studies and Best Practices  
from the network**

**3:30-  
4:00**

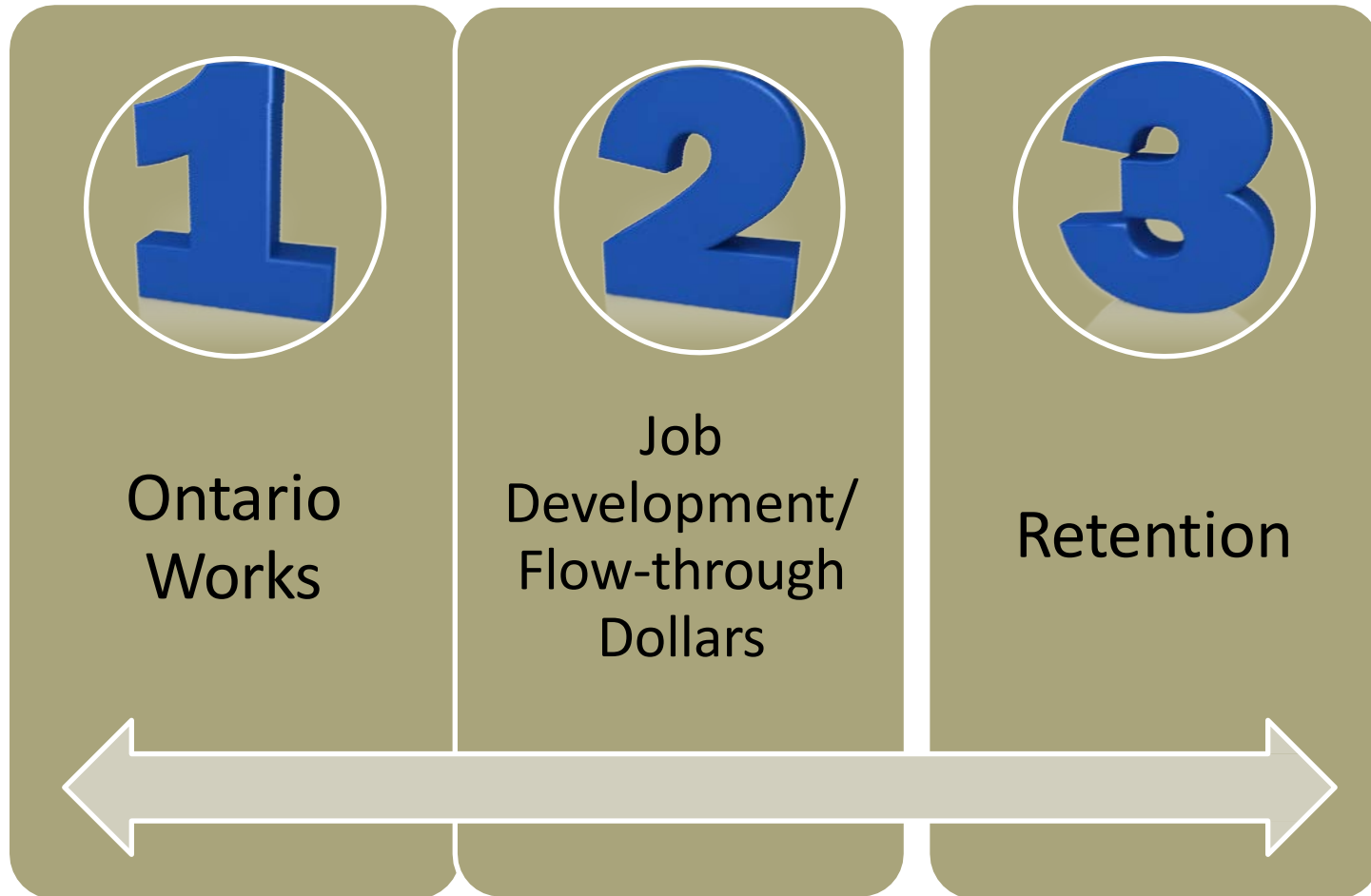
**Wrap up**

M5

# Guiding Principles for a Great Day!



# 3 Priority Areas of Focus



# Why These Priorities?



- 1) Social Assistance Review  
/ Public Service Review



- 2) Business Plan Priority Areas

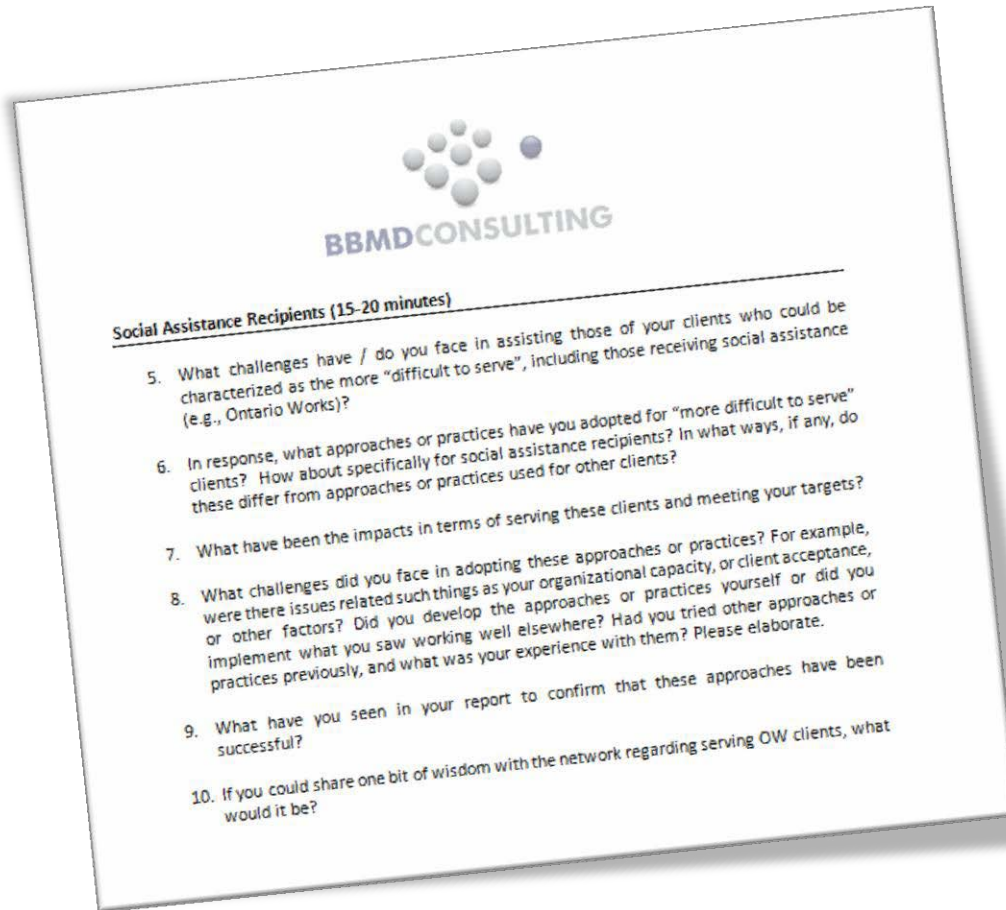


- 3) Data Analysis



- 4) Feedback from External Reference Group, stakeholders, and various representatives.

# Network Interviewing



Interviews with 16  
Service Providers  
(Interview Guide  
Appendix. #2)

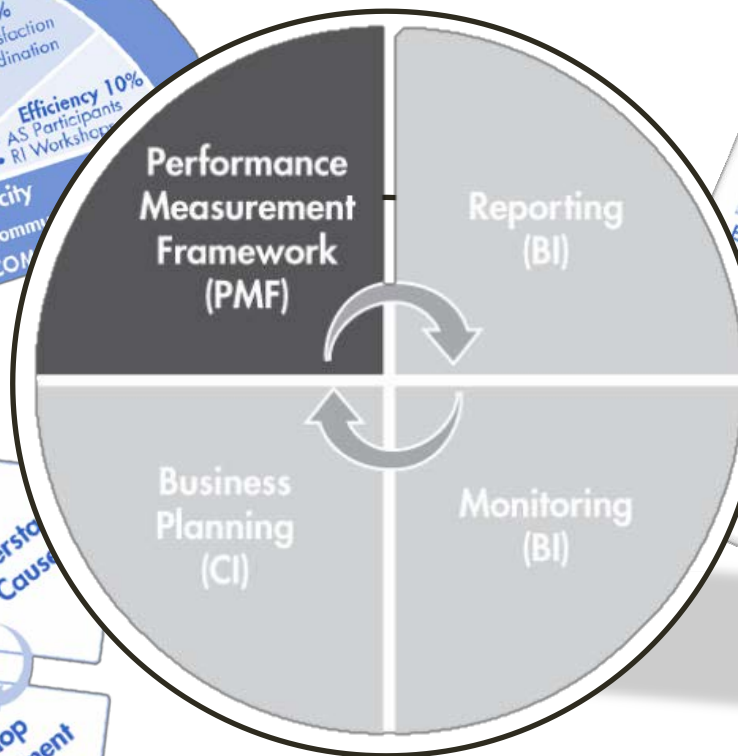
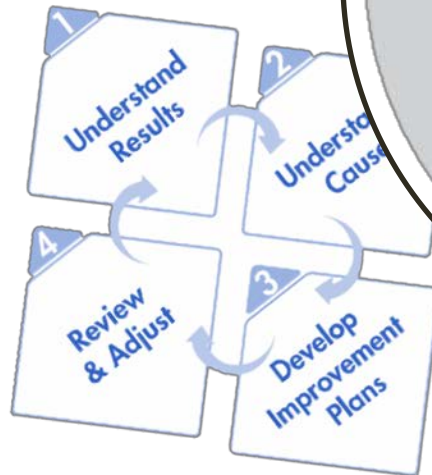
Today's presentation  
includes:

- feedback,
- trends,
- and best practices discovered



In your 1<sup>st</sup> session...

# Performance Management System 2011

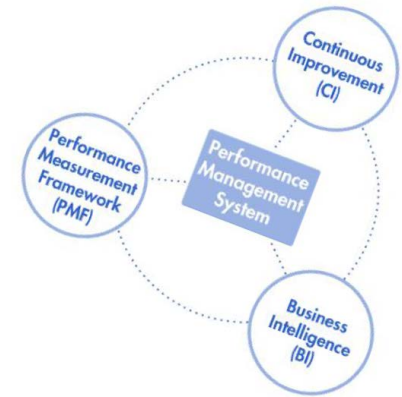
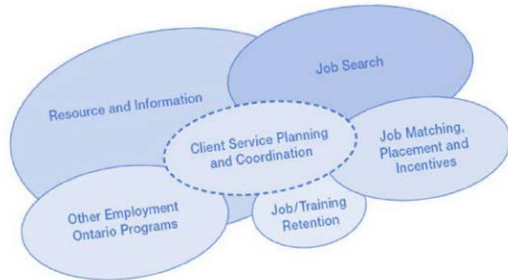


Dimensions and Core Measures		Provincial Target
Customer Service		
Customer Satisfaction (Client/participant/employer)		
Service Coordination		
Effectiveness		
Employed/Career Path		
Training/Education		
Suitability (Participant Profile)		
Assisted Services		
Workshop Activities/ Information		
Service Quality Target		

Available on the EOPG!

In your 2<sup>nd</sup> session...

# Data Analysis 2012



## BUSINESS INTELLIGENCE

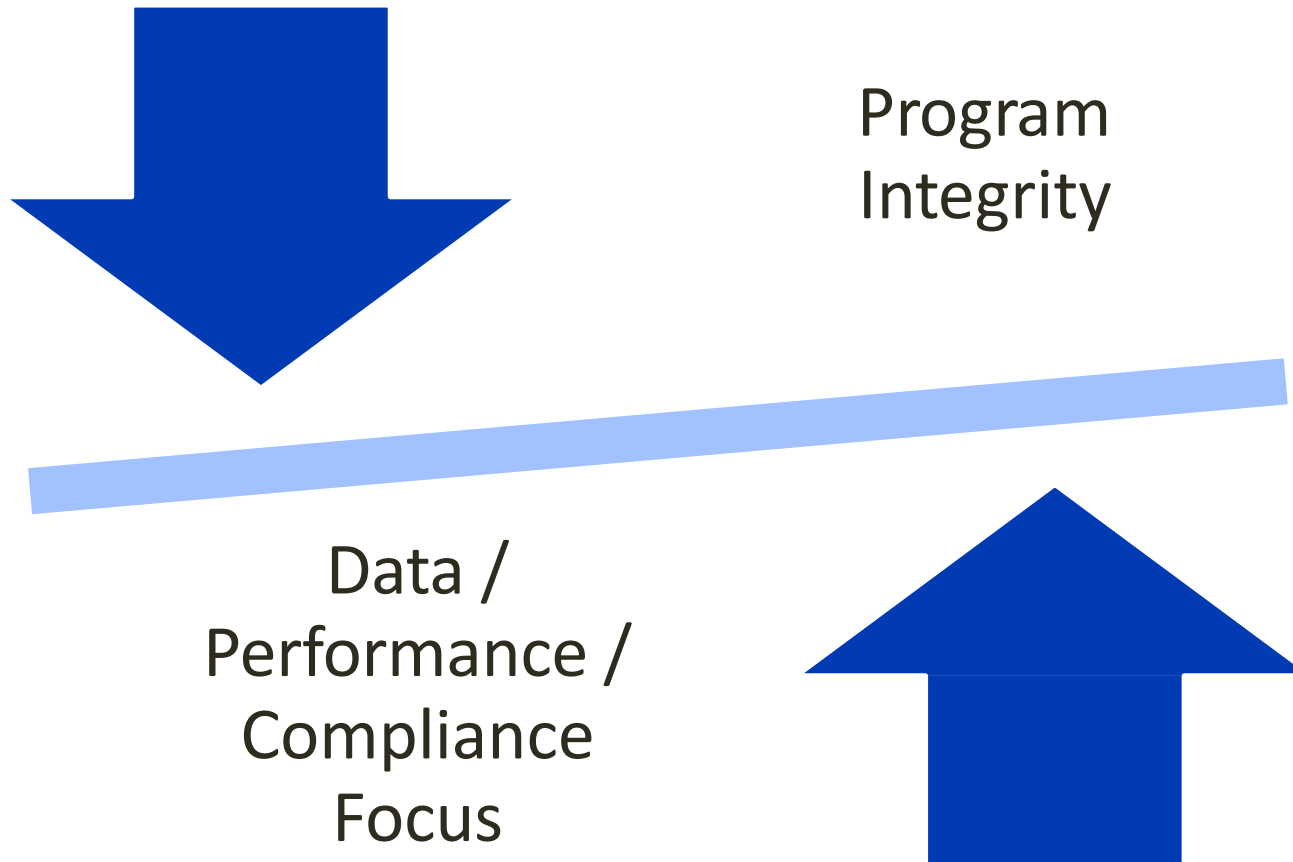


Available on the EOPG!

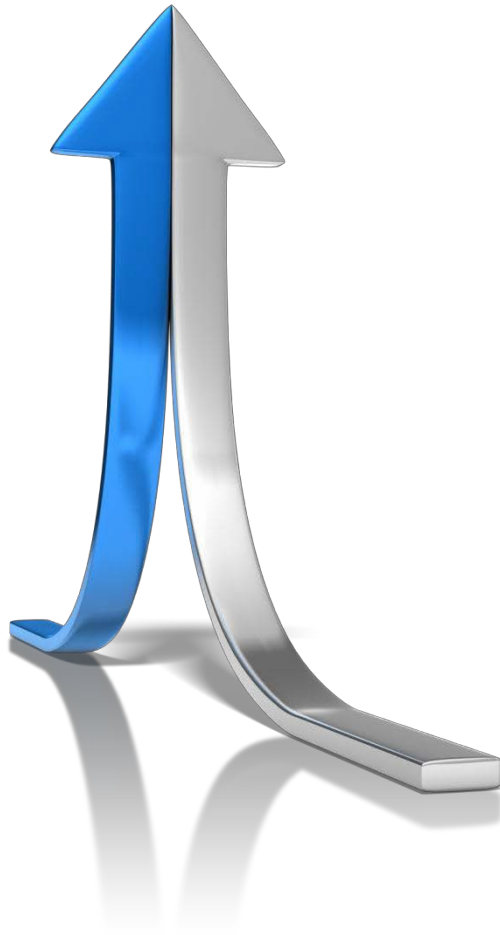
# Upon Completion...

- ✓ Understand interconnected and interdependent
- ✓ Understand how data supports evidence-based decision making
- ✓ Better understanding of how your organization's performing
- ✓ Identify best practices based on performance analysis
- ✓ identifying the source of the information with CaMS
- ✓ To better understand about particular populations groups are being served/not being served and the
- ✓ Fully understand the importance of data integrity

# *Caution...*



Goal:



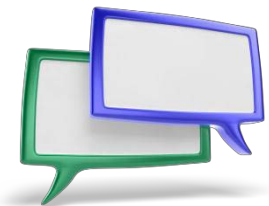
# Program Performance AND Program Integrity

## Small Group EXERCISE:

M15

### Benefits to:

- Client/client's family
- Staff / Manager
- Program Funder
- Tax payer
- Ontario



M14



## Section 1

# ONTARIO WORKS

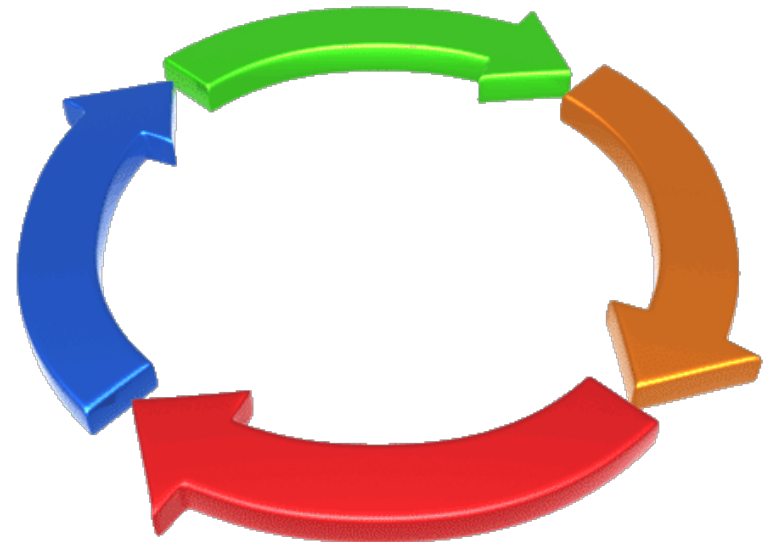
# Section 1- Learning Objectives:

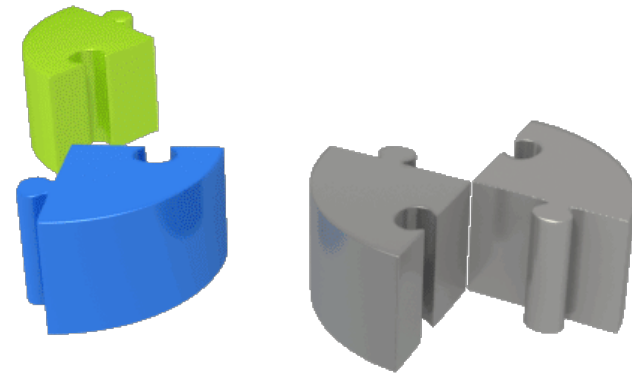
1.1 Better understand OW  
within EOES

## 2. Interconnect:

- a) Needs Assessment,
- b) Potential Service Interventions,
- c) Data entry and Data Integrity
- d) OW in Reports

1.3 Explore best practices  
and concerns from the  
network.





## Section One

# 1. UNDERSTANDING OW IN EOEES



# Why Are We Focusing On OW?

1. The Commission for the Review of Social Assistance
2. The Commission on the Reform of Ontario's Public Services
3. **Because EOES is about helping all Ontarians find and retain a job.**



# Cost of Unemployment

## Social Assistance Recipients

	Poverty Line (LIM-AT – 2008)*	Annual Income on Ontario Works (2008)	Basic Income Gap
Single Adult on OW	\$18,582	\$7,352  \$599/month	\$11,230  (39.6% of LIM-AT)
Lone parent with one child on OW	\$26,279	\$16,683	\$9,596  (63.5% of LIM-AT)
	Poverty Line (LIM-AT – 2008)	Annual Income on ODSP (2008)	Basic Income Gap
Single Adult on ODSP	\$18,582	\$12,647	\$5,935  (68.1% of LIM-AT)

\* 2008 as latest year for LIM-AT benchmark.

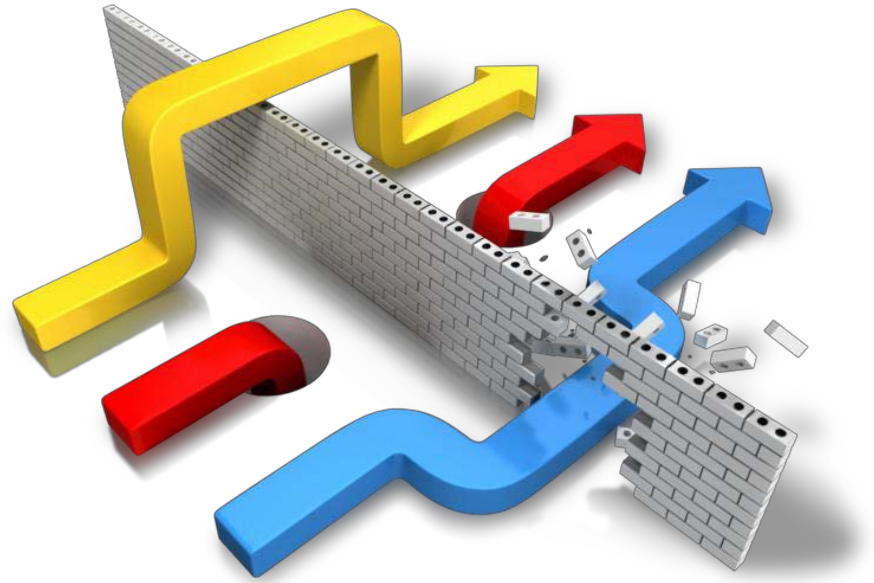
Ontario Poverty Report, 2011



## Exercise: Working with OW

Consider what it might be like to live on the Income Supports outlined on the chart on the previous page.

- 1. What are some of the **challenges** that may be present?*
- 2. How might these “present” to an EC / JD?*



Section One

## 2. INTERCONNECT:

### a) NEEDS ASSESSMENT

## 2. INTERCONNECT : a)Needs Assessment

To support a consistent approach to matching service needs with suitable interventions, service providers **MUST** have a decision model that provides rationale for access to funded services.

The set of indicators and definitions of client service needs, below, are proposed for use.

All Employment Service providers **MUST** use these indicators when making decisions about which service components will most effectively help clients achieve their desired outcomes. The ministry recognizes that service providers have significant expertise in the area of client service needs assessment and that they will supplement this approach with their existing methods and tools.

3.1-3, EOES Guidelines

# MTCU EOES

## Indicators of Client Service Need

1. Demographics
2. Performance Indicators
3. Market Perceptions
4. Motivation
5. Work Habits
6. Interpersonal Skills
7. Employment Expectations
8. Self-Marketing
9. Stability Issues

# Needs Assessment Tips and Traps!

Randomly pull ten “Assisted Client” files and action plans.

- If they are **COOKIE CUTTER**, *the needs assessment is likely not being done*
- If they focus **WHOLLY** on self marketing skills, *the needs assessment is likely not being done.*

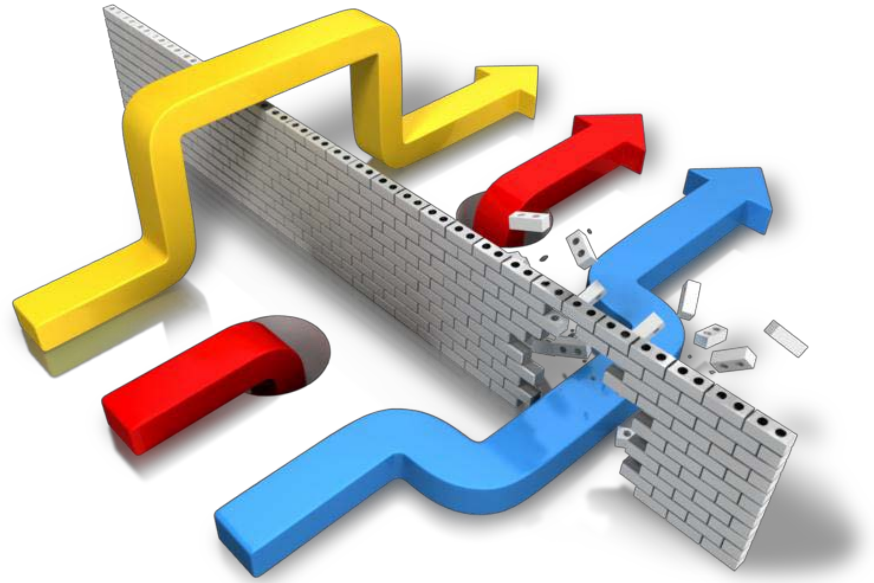


# Needs Assessment Tips and Traps!

- Ask at your next staff meeting for your team to define “work habits” or “Interpersonal Skills”. *Consistent definition?*
- Ask at your next staff meeting for your team to describe the tools / strategies they use for “Work habits”, “Motivation”, or “Interpersonal Skills”.  
*What’s in their toolkit?*







Section One

## 2. INTERCONNECT:

### b) POTENTIAL SERVICE INTERVENTIONS

## b) Potential Service response / intervention?

For *vulnerable clients with multi-barriers* (including, but not limited to, some OW clients):

***What kinds of challenges might show up? What might you do? Where would you capture this effort?***

Mandatory EOES Service need indicators:	Possible Presenting Challenges	Possible EOES service response	Where would you see this response in CAMS?
<u>Demographics</u> This includes basic information about the client's gender, age, and education.			
<u>*Performance Indicators</u> The Performance Indicators dimension focuses on characteristics of candidates which will prevent them from performing as required on-the-job. Job developers work with employers to redefine job requirements in order to place candidates with performance indicator problems.			



Section One

## 2. INTERCONNECT:

### c) DATA ENTRY, DATA INTEGRITY

# Data Entry, Data Integrity



On a scale of 1 – 10, how confident are you that all staff members understand how to accurately reflect their multi-barriered service efforts and results in CaMS?

1

2

3

4

5

6

7

8

9

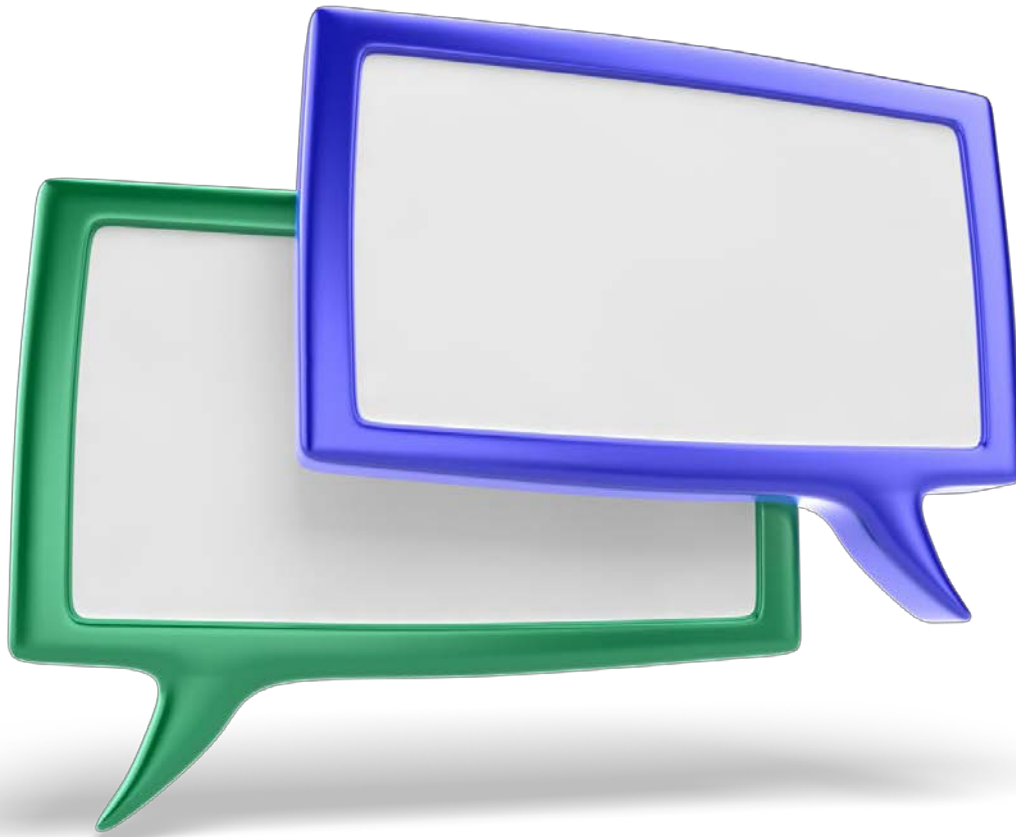
10

**Not at all  
Confident**

**Unsure**

**Highly  
Confident**

# How would you know?





Section One

## 2. INTERCONNECT:

### d) REPORTS

## d) OW in Reports

By the end of this section, you will know and understand:

1. The number of OW clients you are serving,
2. What kind of services OW clients are receiving/are not receiving.
3. What kind of interventions OW clients are receiving/ not receiving.
4. How to question whether the data story you are seeing *makes sense*.

# What if my numbers don't look right?

Consider:

1. Data Integrity
2. Staff Performance
3. Technology



**PLEASE NOTE THAT YOUR FACILITATOR CANNOT HELP YOU UNDERSTAND WHY YOU MAY BE SEEING THE RESULTS THAT YOU ARE SEEING TODAY.**

***Any questions will be redirected to your MTCU consultant.***



# Detailed Service Quality Report #11

- Please find your DSQ.

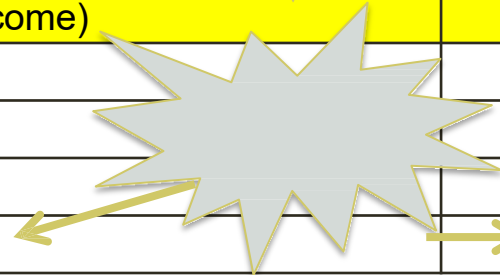
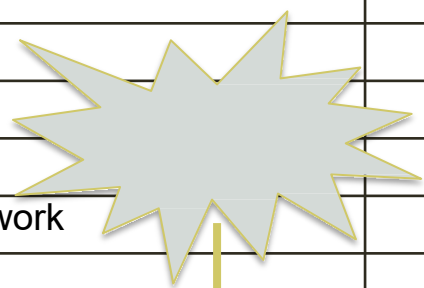
**Note:** Your DSQ only reflects the information of clients that have been EXITED in the fiscal year.





# Ontario DSQ December 2012 – Page 2

Suitability Indicator	All	JMPI	Retention
<b>Denominator:</b>	<b>134,532</b>	<b>13,382</b>	<b>12,651</b>
1A. Age <20	8,409	1,525	1,111
1B. Age >44	41,926	2,893	3,707
2. <= Grade 12	56,416	6,573	6,252
3. Educated outside Canada	30,342	2,429	1,758
4. Credentials not recognized	2,259	191	118
5A. Worked, but not in Canada	9,838	847	587
5B. No work experience	3,786	582	494
6. Employment skill	75,230	7,806	8,014
7. > 26 weeks Time out of school/work	53,858	5,163	5,005
8. History of poor work retention	18,211	2,307	3,518
9. Job search skill	117,194	11,101	11,020
10. Source of income (EI,OW, ODSP, Dep OW/ODSP, Crown Ward, No source of income)	103,747	10,084	9,373
11. Language skill	16,788	1,751	1,467
12. Labour market change	42,010	3,135	3,521
13. Persons with disability	5,767	624	819
14. Aboriginal persons	3,187	330	418



# What % of clients served in December 2012 were:

**Total # of population group ÷ Total # of Clients =  
% of population group in your case load *that have exited*.**

Over 44?	/134,532 =	
Have never worked?	/134,532 =	
Are Aboriginal Persons?	/134,532 =	

What about your own Detailed Service Quality Report?  
Any surprises when you explore  
your own client population?

Consider your own  
numbers. What  
percentage of your  
total population does  
each population  
reflect?

Age <20?	=	_____
Age >44?	=	_____
≤Grade 12?	=	_____
Educated outside Can.?	=	_____
Credentials not recognized?	=	_____
Worked, but not in Can?	=	_____
No work experience?	=	_____
Employment Skill?	=	_____
> 26 wks SWT?	=	_____
Poor work retention	=	_____
Job Search	=	_____
Source of Income	=	_____
Language Skill	=	_____
Labour Market Change	=	_____
Persons with Disability	=	_____
Aboriginal Person	=	_____

*What % of each population received JMPI supports? Retention supports? (data on page)*

e.g.: ≤ Grade 12 in Job JMPI?

**Total # ≤ Gr. 12 pop. served in JMPI ÷ Total # of Gr. 12 population = % served**

6,573 ÷ 56,416 = **12%**

12% of people ≤ Grade 12 are receiving Job Development services.

**88% are not.**

Client Population	Job Retention		Job Development	
Worked, but not in Canada		=		=
Language Skill		=		=
Persons with Disability?		=		=
Aboriginal Persons?		=		=

What about your own Detailed Service Quality?  
Any surprises when you explore your  
own client population?

# DSQ – Referrals out?

Referrals out are an important part of an effective service relationship.

Consider these scenarios - what would you hope to see?

Scenario (Dec. 2012 Ontario data)	Referrals?
56, 416 clients ≤ Grade 12	
30, 342 clients Educated outside Canada	
2, 259 clients whose credentials aren't recognized	
75,230 clients with Employment Skill issues	
16, 788 clients with Language Skill Issues	
42, 010 clients with Labour Market Change Issues	
53, 858 > 26 weeks SWT	

[http://www.tcu.gov.on.ca/eng/eopg/publications/es\\_performance\\_indicators\\_definitions.pdf](http://www.tcu.gov.on.ca/eng/eopg/publications/es_performance_indicators_definitions.pdf)

# Formal vs. Informal?

## STRUCTURED AND FORMALIZED.

That means there must be some form of established protocol between the two organizations- and which is mutually understood and adhered to – in order to ensure that the client referral protocol is meeting the needs of both parties.



December 2, 2011 ES Memo “Service Coordination Calculation, Clarification on the Referred in indicator and What is a Formalized Referral”

# DSQ Referrals, Page 1

Scenario (Dec. 2012 Ontario data)	Service Coordination	YTD All Participants
<ul style="list-style-type: none"> <li>• 56, 416 clients <math>\leq</math> Grade 12</li> <li>• 30, 342 clients Educated outside Canada</li> <li>• 2,259 clients whose credentials aren't recognized</li> <li>• 75,230 clients with Employment Skill issues</li> <li>• 53,858 <math>&gt;</math> 6 months SWT</li> </ul>	1. Referred in	33,798 /134,532
	2. Referred out - complete high school or equivalent	1,742/134,532
	3. Referred out - registered /Participating in training	21,987/134,532
	4. Referred out - other community resources that support employability	4,987/134,532



Considering what we have learned so far about the various populations being served by EOES Ontario, what might you expect to see with support dollars?

# DSQ Supports –

	YTD All Participants		
	# Clients	Expend	Avg cost
Transportation support	3,592	\$203,946	\$56.78
Clothing support	2,167	\$338,313	\$156.12
Special equipment support	518	\$105,969	\$204.57
Certification charges support	524	\$51,122	\$97.56
Training cost support	1,950	\$272,913	\$139.96
Childcare support	28	\$4,750	\$169.66
Language assessment support	44	\$4,929	\$112.02
Academic assessment support	430	\$67,192	\$156.26
Translation of academic documents support	63	\$10,769	\$170.94
Workplace accomodation needs support	49	\$9,792	\$199.83
Other support	1,486	\$150,336	\$101.17
Apprenticeship Scholarship initial payment	69	\$44,000	\$637.68
Apprenticeship Scholarship final payment	60	\$35,000	\$583.33
<b>Total Participant Employment and Training Supports</b>	<b>10,980</b>	<b>\$1,299,032</b>	<b>\$118.31</b>

Please Find:

# 15B Service Plan Profile



15B is based on all client files with a **start date** in the fiscal year. It will never line up to the DSQ, which is based on **closed**.

# Starting with Participant Profile - Pages 4-6:

What #s / percentage of clients do you have in each profile category?

And what service components are they receiving?



PARTICIPANT PROFILE		All Assisted Participants		Job Search		Job Placement		YTD Job Retention		All Unassisted Participants	
AGE		128,755	100%	126,890	100%	11,303	100%	11,541	100%	3,203	100%
5 <20		6,189	5%	6,023	5%	1,053	9%	878	8%	101	3%
20-24		19,534	15%	19,109	15%	2,883	26%	2,172	19%	354	11%
25-29		17,816	14%	17,498	14%	1,842	16%	1,628	14%	386	12%
30-44		43,832	34%	42,989	34%	3,140	28%	3,469	30%	1,240	39%
45-54		27,482	21%	27,125	21%	1,643	15%	2,224	19%	762	24%
55+		14,102	11%	13,946	11%	742	7%	1,170	10%	360	11%
5 >44		41,584	32%	41,071	32%	2,385	21%	3,394	29%	1,122	35%
Average Age		43		37		33		36		39	
PREFERRED LANGUAGE OF SERVICE		128,755	100%	126,890	100%	11,303	100%	11,541	100%	3,203	100%
English		124,613	97%	122,583	97%	10,946	97%	11,403	99%	3,160	98%
French		4,142	3%	4,107	3%	357	3%	138	1%	53	2%

**Page 6** is where you find the Source of Income breakdown.

# OW in EOES, December 2012

Source of Income	All Assisted Participants	Job Search	Job Placement	YTD Job Retention
Ontario Works (OW)	17, 281 OW / 128,596	17,054 / 17, 281 (99%)	1,197 / 17, 281 (7%)	2,003 / 17, 281 (12%)

Consider both the number of OW clients being served in Ontario, as well as the service components that OW clients are accessing.

Is this what you would expect to see?

# Consider Your Own OW Data..

Source of Income	All Assisted Participants	Job Search	Job Placement	YTD Job Retention
Ontario Works (OW)				

What are your observations?



## #15B Service Plan

	All Assisted Participants		Job Search		Job Placement		YTD Job Retention		All Unassisted Participants	
	170	29%	170	29%	7	16%	9	18%	0	0%
Apprenticeship Program								0%	0	0%
Bridge Training for Immigrants								0%	0	0%
Co-op Diploma Apprenticeship P								7%	0	0%
Credential Assessment								6%	0	0%
EO Service Provider								6%	0	0%
Employment Service Provider								6%	0	0%
General Education Developme								6%	0	0%
Govt services Munic.								6%	0	0%
Govt Training Fed								6%	0	0%
Govt Training Prov								6%	0	0%
High School								6%	0	0%
Independent Learning Centre								6%	0	0%
LBS– Academic Career Entranc								6%	0	0%
Literacy and Basic Skills Service									0	0%
Ministry of Citizenship and imr									0	0%
ODSP										0%
Ontario Internship Program									0	
Ontario Job Bank									0	0%
Ontario Women's Directorate									0	0%
Ontario Works									0	0%
Other									0	0%
Pre-Apprenticeship Program									0	0%

When you look at the profile of your clients, what kinds of **referrals** out to other programs might you expect to see? Pg. 1

What **ARE** you seeing? **Observations?**



	All Assisted Participants		Job Search		Job Placement		YTD Job Retention		All Unassisted Participants	
<b>REFERRED IN</b>	588	100%	588	100%	45	100%	50	100%	10	100%
Apprenticeship Program	0	0%	0	0%	0	0%	0	0%	0	0%
Bridge Training										0%
Co-op Diploma										0%
EO Service Pro										0%
Employment Se										0%
Govt services M										0%
Govt Training F										0%
Govt Training P										0%
Independent L										0%
Literacy and Ba										0%
Ministry of Citi										0%
ODSP										0%
Ontario Intern S										0%
Ontario Job Ba										0%
Ontario Wom E										0%
Ontario Works										0%
Ontario Youth										0%
Other										10%
Pre-Apprentice										0%
Service Canada										20%
Services for Ab										0%
										0%
Youth Employ m										0%
No Response	314	53%	314	53%	27	60%	33	66%	5	50%

Considering what you know about your community and your formal referral arrangements. What **referrals in** might you expect to see? What **are** you seeing? Who are you **not** receiving referrals from?

**Observations?**



Considering what you know about your client population and your formal referral arrangements, what **referrals out** to education/training/high school might you expect to see? What **are** you seeing?

**...to other community resources?**  
**Observations?**

# 15B - Total referrals out to other community supports (not OW specific)



Total OW clients open  
between Apr – Dec 2012:  
**17,281**

REFERRALS TO OTHER COMMUNITY RESOURCES		2,297 / 128,755
Child Care		78
Educational/Academic Services		798
Financial Planning		145
Health/Counselling Services		460
Housing Services		202
Language Services – Assessment		321
Legal Services		92
Newcomer Services		301
Regulatory Bodies		123

**Observations? What does your  
data look like?**



Section One

## **3. OW BEST PRACTICES AND CONCERNS CASE STUDY**

# OW Best Practices / Interview Summary

1. **Purposeful organizational culture** that deals with potential bias and builds strategies and supports.
  - Income source ≠ hard to serve
2. Make and work the plan, based on assessed needs. Start to end, milestones, etc. Holistic view.
3. Integrated service delivery
4. Co-location where possible
5. Budget for and take the time (and budget the time) it takes to serve multi-barriered clients - more personal services (less self-service), smaller steps, time, also pre-employment services, working with and referrals to community partners

Working with the person  
next to you, please discuss...



1. Your general observations about each case study.
2. What you like/dislike about each case study.
3. Can you relate to either?
4. What would you like to see change with OW in your organization in the next 6 months?



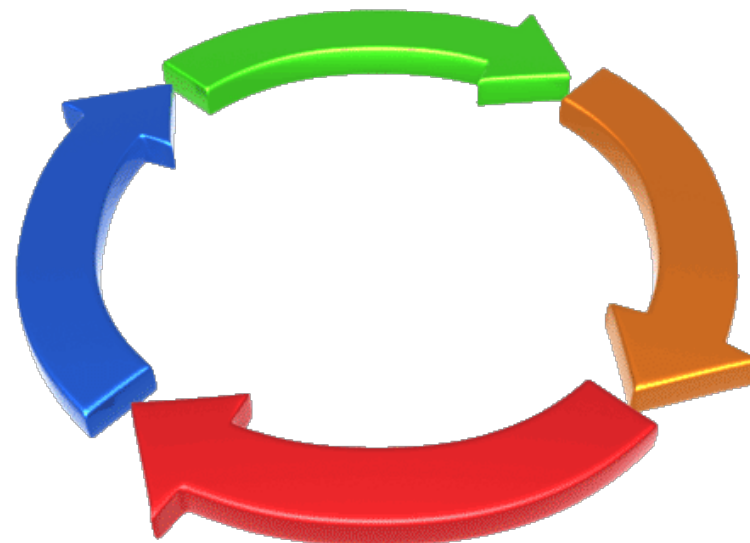
## Section 2

# JOB DEVELOPMENT AND FLOW THROUGH FUNDS

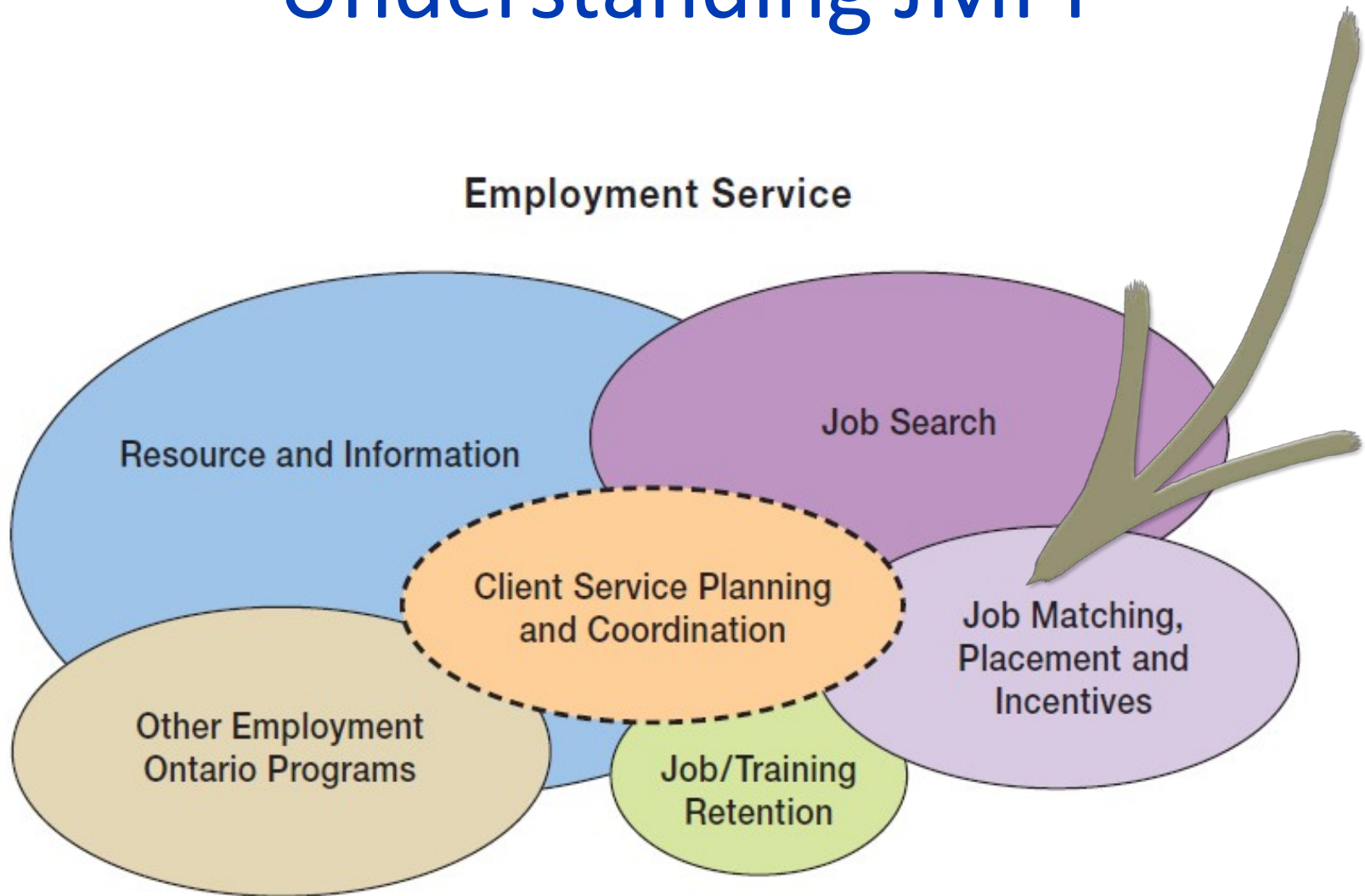
# Section 2

## Learning Objectives:

1. Better understanding JMPI within EOES
2. Interconnect:
  - a) Needs Assessment,
  - b) Potential Service Interventions,
  - c) Data entry and Data Integrity
  - d) JMPI in Reports
3. Explore best practices and concerns from the network.



# Understanding JMPI



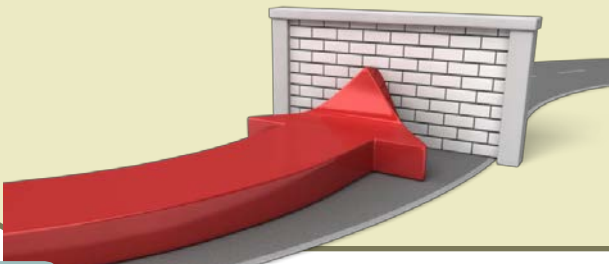


# Job Matching, Placement & Incentive

## *Who is it for?*

JMPI is intended to provide matching and placement services to clients who are unlikely to succeed in conducting their own job search, even with support, because of poor work habits, market perception barriers, or interpersonal skills.

**3.4-1 EOES Guidelines, 2012**





# What is the purpose?

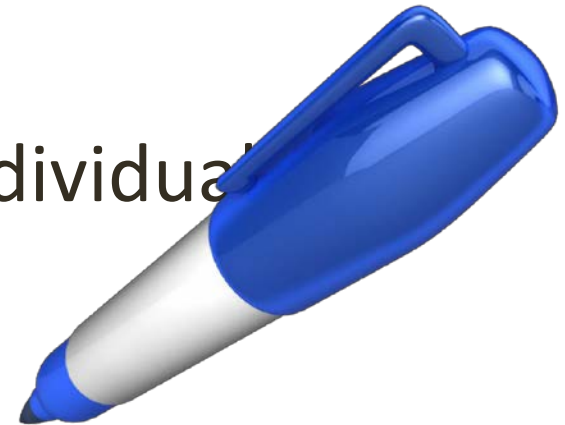
JMPI is a tool in your tool kit, *and all tools have a purpose.*

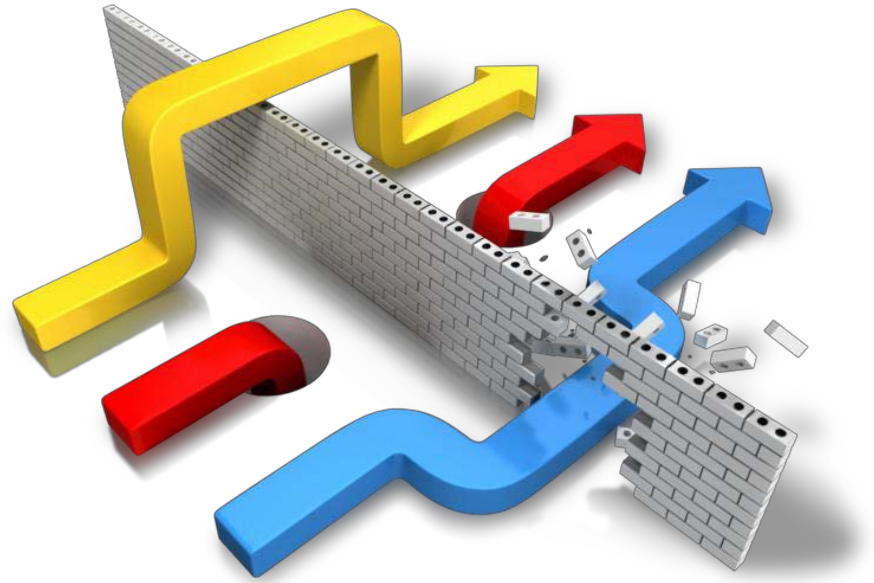
- What is the purpose of JMPi within your program?
- How do you decide who receives JMPi supports, and who does not?



# JMPI Incentives:

- Must vary
- Not all employers may want or need incentives.
- Must be linked to the employer's commitments.
- Up to a maximum of \$8000/individual





Section Two - JMPI

## 2. INTERCONNECT:

### a) NEEDS ASSESSMENT

# MTCU EOES

## Indicators of Client Service Need

1. Demographics
2. Performance Indicators
3. Market Perceptions
4. Motivation
5. Work Habits
6. Interpersonal Skills
7. Employment Expectations
8. Self-Marketing
9. Stability Issues

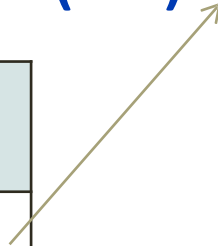
## 2.2. a) Needs Assessment

Indicator of Client Service Need	Examples of client need that would likely require JMPI intervention
1) Demographics	
2) Performance Indicators	
3) Market Perceptions	
4) Motivation	
5) Work Habits	
6) Interpersonal Skills	
7) Employment Expectations	
8) Self-Marketing	
9) Stability Issues	

Do your JMPI staff consider the Suitability Indicators as well?

## Make the Match(es)

Indicator of Client Service Need
1. Demographics
2. Performance Indicators
3. Market Perceptions
4. Motivation
5. Work Habits
6. Interpersonal Skills
7. Employment Expectations
8. Self-Marketing
9. Stability Issues



ES Suitability Indicators
1) Age
2) Education level attained
3) Education / credentials from outside Canada
4) Lack of relevant, credible or Canadian work experience
5) Time out of school, work or training
6) History of poor work retention
7) Ineffective independent job search
8) Source of Income
9) Language
10) Labour Market Change
11) Aboriginal Person
12) Person with Disability

## What kind of EO Suitability Indicators?

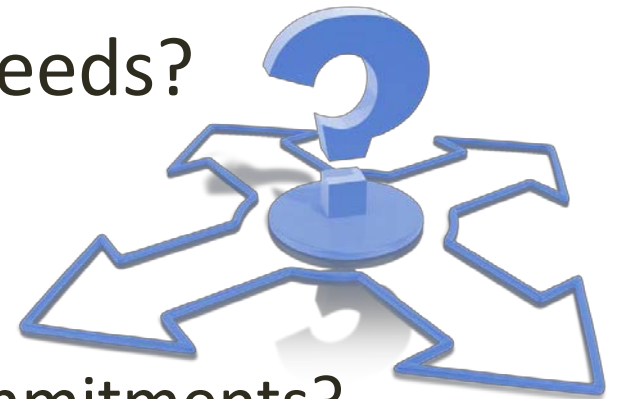
?	Indicator	Definition
Y / N	<b>1) Age</b>	<ul style="list-style-type: none"> <li>younger than 20 years of age , or</li> <li>older than 44 years of age</li> </ul>
Y / N	<b>2) Education level attained</b>	The highest education level the individual has completed at service/program entrance is: <ul style="list-style-type: none"> <li>&lt;/= grade 12.</li> </ul>
Y / N	<b>3) Education / credentials from outside Canada</b>	<ul style="list-style-type: none"> <li>their highest level of education (high school diploma, college diploma/certificate, university degree) from outside or</li> <li>their regulated trade certificate or regulated professional accreditation from outside (resulting in credentials not recognized in )</li> </ul>
Y / N	<b>4) Lack of relevant, credible or Canadian work experience</b>	<ul style="list-style-type: none"> <li>has never had paid employment in or elsewhere (no work experience at all),</li> <li>has never had paid employment in (have worked outside ),</li> <li>has limited skills and work experience that is inconsistent with labour market attachment/career goals or inconsistent with labour market needs/employer requirements</li> </ul>
Y / N	<b>5) Time out of school, work or training</b>	has been out of school, or out of work, or out of training for 6 months or more (>26 weeks).
Y / N	<b>6) History of poor work retention</b>	has identified that he/she has been laid-off, quit or fired from at least 2 jobs within the last year.
Y / N	<b>7) Ineffective independent job search</b>	is unable to conduct a successful job search on their own in the competitive labour market for various reasons including: lack of knowledge of job search techniques; difficulty identifying their marketable skills and strengths; poor interviewing/communication skills; limited knowledge of the labour market; unclear how skills match employment opportunities, etc.
Y / N	<b>8) Source of Income</b>	<ul style="list-style-type: none"> <li>Ontario Works,</li> <li>Disability Support Program</li> <li>No source of income</li> <li>Crown Ward extended care and maintenance</li> </ul>
Y / N	<b>9) Language</b>	The service provider has documented evidence that the individual's language skill is a barrier to employment. For example, language assessments based on the Canadian Language Benchmark (for newcomers) or literacy levels.
Y / N	<b>10) Labour Market Change</b>	has suffered a recent job loss (within the last 6 months) as a result of company/plant downsizing, closure, layoff
Y / N	<b>11) Aboriginal Person</b>	has self identified as Indian (Status or Non-Status), Inuit, and Métis, or persons of Aboriginal Ancestry
Y / N	<b>12) Person with Disability</b>	has self-identified as disabled as defined by the Accessibility for Ontarians with Disabilities Act (ADOA) and Ontario Human Rights Code definition



How does your agency determine how to best use incentive support flow-through dollars for each placement?

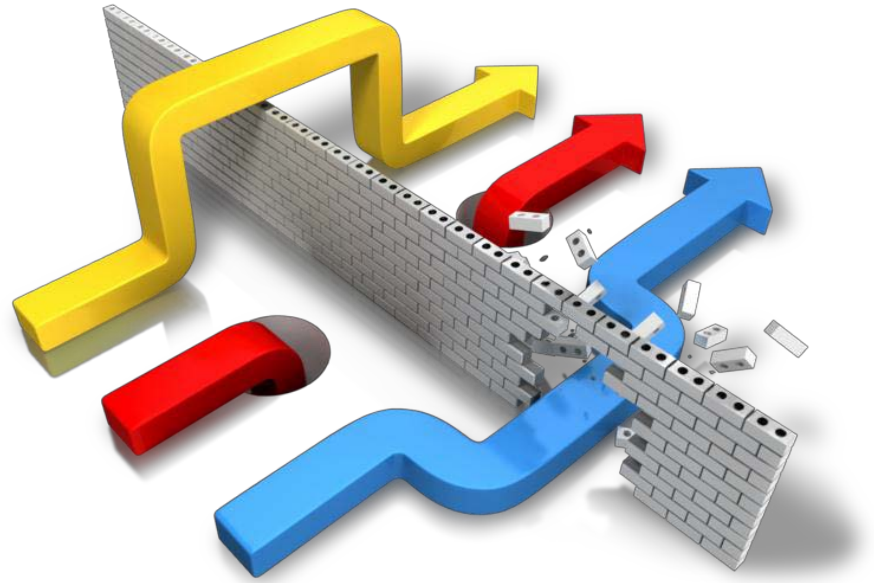
Does this align to the clients needs?

If yes, how would you know?



Does it align to the employer's commitments?

If yes, how would you know?



Section Two - JMPi

## 2. INTERCONNECT:

### b) Potential Service Interventions

# What are some typical JMPI Interventions that may be used to address some of the client service needs?

Indicator of Client Service Need	Examples of JMPI service intervention	
	Client	Employer
Demographics		
Performance Indicators		
Market Perceptions		
Motivation		
Work Habits		
Interpersonal Skills		
Employment Expectations		
Self-Marketing		
Stability Issues		

Where would you capture these types of service responses in CaMS?



Section Two

## 2. INTERCONNECT:

### c) DATA ENTRY, DATA INTEGRITY

# Data Entry, Data Integrity



On a scale of 1 – 10, how confident are you that all staff members understand how to accurately reflect their JMPI service efforts and results in CaMS?

1

2

3

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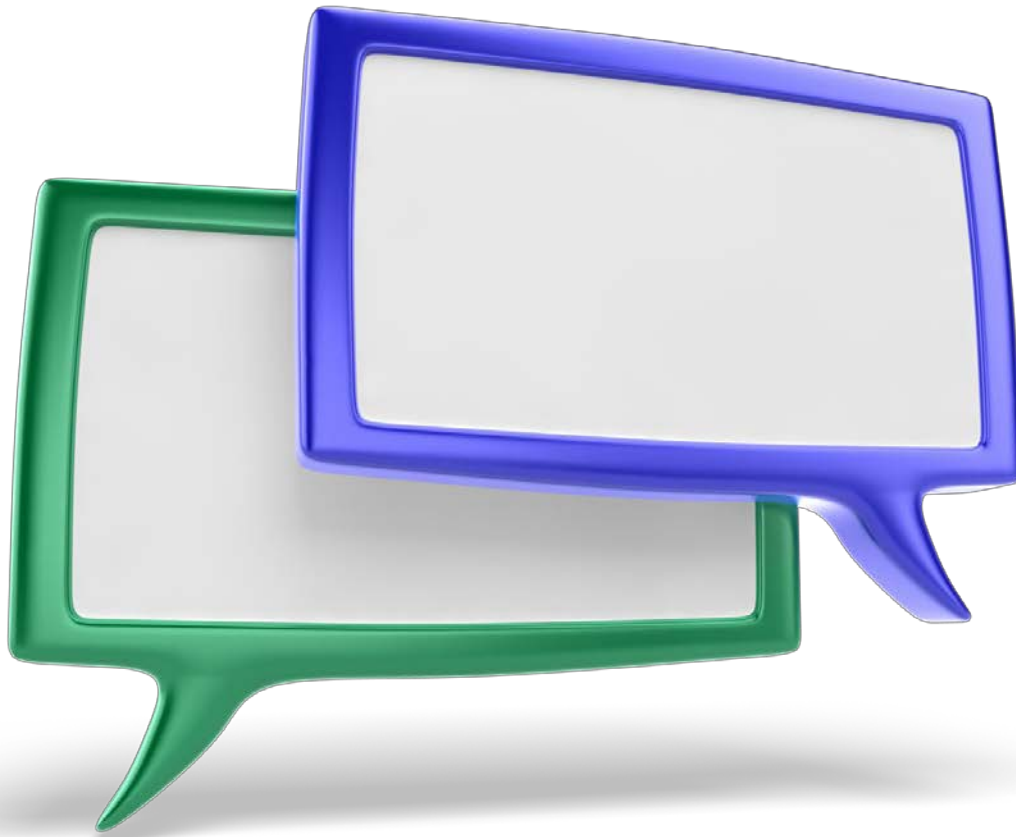
10

**Not at all  
Confident**

**Unsure**

**Highly  
Confident**

# How would you know?





## Section Two

# 2. INTERCONNECT:

## c) REPORTS

# By the end of this section you will know and understand...

- ✓ The number of JMPI clients you are serving,
- ✓ What client populations are receiving / not receiving JMPI supports.
- ✓ What kinds of JMPI interventions clients / employers are receiving / not receiving.
- ✓ JMPI results.
- ✓ How to question whether the data story you are seeing *makes sense*.





# Find your DSQ

ES CM#		CORE MEASU	YTD All Participants			YTD Job Placement		
			Num	Den	Actual	Num	Den	Actual
		Customer Service						
1	Customer Satisfaction		373,948	384,096	97%	10,531	10,660	99%
	Assisted Service Participants		88,249	90,071	98%	10,531	10,660	99%
	RI Workshop/Info Session Participants		268,901	277,008	97%			
	Participant Response Rate		367,079	1,437,012	26%	10,660	13,382	80%
	Placement Employers		6,497	6,604	98%			
	RI Employers		10,301	10,413	99%			
	Employer response rate		17,017	41,902	41%			
	Response Rate		384,096	1,478,914	26%			

**Have a look at your DSQ JMPI Customer Service data.**  
**What are your observations?**



# JMPI DSQ Employed Outcomes

ES CM#		YTD All Participants			YTD Job Placement		
CORE MEASURES		Num	Den	Actual	Num	Den	Actual
<b>Effectiveness</b>							
<b>3</b>	<b>Employed/Career Path</b>	<b>86,205</b>	<b>134,532</b>	<b>64%</b>	<b>11,766</b>	<b>13,382</b>	<b>88%</b>
	1 employed total	64,625		48%	8,338		62%
	1a employed full-time	50,512		38%	7,127		53%
	1b employed part-time	14,113		10%	1,211		9%
	2 self-employed	2,759		2%	62		0%
	3 both employed and in education	1,146		1%	100		1%
	4 both employed and in training	1,085		1%	60		0%
	5 employed apprentice	723		1%	443		3%
	6 employed in area of training/choice	10,627		8%	2,010		15%
	7 in a more suitable job	3,017		2%	449		3%
	8 employed in a new occupation	2,223		2%	304		2%

Now have a look at your DSQ JMPI Employment data.



# Ontario DSQ December 2012

Suitability Indicator	All	JMPI	Retention
<b>Denominator:</b>	<b>134,532</b>	<b>13,382</b>	<b>12,651</b>
1A. Age <20	8,409	1,525	1,111
1B. Age >44	41,926	2,893	3,707
2. <= Grade 12	56,416	6,573	6,252
3. Educated outside Canada	30,342	2,429	1,758
4. Credentials not recognized	2,259	191	118
5A. Worked, but not in Canada	9,838	847	587
5B. No work experience	3,786	582	494
6. Employment skill	75,230	7,806	8,014
7. > 26 weeks Time out of school/work	53,858	5,163	5,005
8. History of poor work retention	18,211	2,307	3,518
9. Job search skill	117,194	11,101	11,020
10. Source of income (EI,OW, ODSP, Dep OW/ODSP, Crown Ward, No source of income)	103,747	10,084	9,373
11. Language skill	16,788	1,751	1,467
12. Labour market change	42,010	3,135	3,521
13. Persons with disability	5,767	624	819
14. Aboriginal persons	3,187	330	418

Not enough detail! 15B...

But useful for others...

# Flow through Allocation



Allocations and Expenditures	Allocation	YTD All Participants			% Alloc Spent
		# Clients	Expend	Avg cost	
Operational Allocation	\$268,501,948				
Placement with incentive	\$40,038,500	12,719	\$22,929,795	\$1,802.80	57%
Apprenticeship employer signing bonus initial		430	\$395,600	\$920.00	
Apprenticeship employer signing bonus final		286	\$220,500	\$828.95	
Total Expenditures to Employers	\$40,038,500	13,415	\$23,545,895	\$1,755.19	59%

Note average cost per placement. How do you compare to the average?  
What do you observe in *your* data?

Please Find:

15B

Profile Plan



15B is based on all client files with a **start date** in the fiscal year. It will never line up to the DSQ, which is based on closed.

# Starting with Participant Profile - Pages 4-6:

What #s / percentage of clients do you have in each profile category?

And what service components are they receiving?

PARTICIPANT PROFILE		All Assisted Participants		Job Search		Job Placement		YTD Job Retention		All Unassisted Participants	
AGE		128,755	100%	126,690	100%	11,303	100%	11,541	100%	3,203	100%
5	<20	6,189	5%	6,023	5%	1,053	9%	878	8%	101	3%
	20-24	19,534	15%	19,109	15%	2,883	26%	2,172	19%	354	11%
	25-29	17,816	14%	17,498	14%	1,842	16%	1,628	14%	386	12%
	30-44	43,632	34%	42,989	34%	3,140	28%	3,469	30%	1,240	39%
	45-54	27,482	21%	27,125	21%	1,643	15%	2,224	19%	762	24%
	55+	14,102	11%	13,946	11%	742	7%	1,170	10%	360	11%
5	>44	41,584	32%	41,071	32%	2,385	21%	3,394	29%	1,122	35%
Average Age		43		37		33		36		39	
PREFERRED LANGUAGE OF SERVICE		128,755	100%	126,690	100%	11,303	100%	11,541	100%	3,203	100%
	English	124,613	97%	122,583	97%	10,946	97%	11,403	99%	3,160	98%
	French	4,142	3%	4,107	3%	357	3%	138	1%	53	2%

Same methodology as we used when exploring the 15B for OW... but let's look at more detail...

PARTICIPANT PROFILE						Job Placement				
	Ontario %	Central %	Eastern %	Northern %	Western %	Ontario %	Central %	Eastern %	Northern %	Western %
<b>GENDER</b>	128,755									
Female	50%	53%	49%	43%	49%	45%	47%	42%	40%	46%
Male	50%	47%	51%	57%	51%	55%	52%	58%	60%	54%

In the Ontario 15B Service Plan Profile, December 2012, the gender ratio for females/males was 50/50. However, in JMPL, the ratio was 45/55, or almost 1000 more placements for men than women.

**Why do you think this is?**

**Do you notice a similar trend in your data?**

PARTICIPANT PROFILE						Job Placement				
	Ontario %	Central %	Eastern %	Northern %	Western %	Ontario %	Central %	Eastern %	Northern %	Western %
<b>SOURCE OF INCOME</b>	<b>128,596</b>	<b>45,152</b>	<b>16,684</b>	<b>9,255</b>	<b>29,024</b>					
5 Employment Insurance	21%	20%	22%	24%	23%	4%	3%	4%	6%	5%
5 Ontario Works (OW)	13%	9%	16%	15%	18%	7%	7%	5%	10%	7%
5 Ontario Disability Sup	2%	1%	3%	3%	2%	12%	8%	10%	21%	13%
5 Dependent of ODSP/C	1%	1%	1%	1%	1%	11%	7%	11%	17%	11%
5 Crown Ward	0%	0%	0%	0%	0%	10%	13%	7%	7%	6%
Employed	4%	4%	5%	5%	4%	8%	8%	5%	9%	10%
Self-employed	1%	1%	1%	1%	1%	4%	4%	3%	2%	8%
5 No Source of Income	39%	47%	36%	34%	31%	11%	11%	11%	16%	11%
Other	19%	18%	17%	17%	20%	10%	11%	8%	13%	10%

For example, OW clients make up 16% of the total EOES assisted population in the east, but only 5% of these OW clients are receiving JMPI supports. The remaining 95% are not.

**What do you observe in *your* data?**



PARTICIPANT PROFILE						Job Placement				
	Ontario %	Central %	Eastern %	Northern %	Western %	Ontario %	Central %	Eastern %	Northern %	Western %
<b>5 Disabled</b>	4%	3%	7%	5%	4%	9%	6%	7%	12%	10%
<b>5 Aboriginal</b>	3%	1%	2%	12%	2%	9%	7%	9%	11%	6%
Visible Minority	9%	15%	7%	2%	4%	8%	9%	5%	12%	8%
Newcomer	9%	13%	5%	2%	5%	8%	8%	7%	13%	8%
Deaf/Hearing Impaired	0%	0%	0%	0%	0%	9%	17%	18%	0%	0%
Francophone	2%	1%	4%	7%	1%	10%	9%	8%	12%	8%

In the North, 12% of the assisted EOES population is aboriginal, but only *11% of these clients* are receiving JMPI supports. The remaining 89% are not.

**What do you observe in *your* data?**

# A quick look at your Employer Placement #15C report...



Placement Profile	Total	With Incentive	Without
# of Participants	11432	10841	744
# of Placements	12817	12062	755
# of Placements with Employment History	4351	4073	278
\$/hr.	14.22	14.80	5.66
Average # of placements/ participant	1	1	1
Avg. duration weeks	6	6	2
Avg. Incentive per	\$1048.47	1048.47	
Avg.. placement hrs./week	36	36	34



# A quick look at your Employer Placement #15C report...

Placement Profile	Total	With Incentive	Without
Placement Type	1705	1597	108
Test and Hire	373	337	36
Work Experience	392	347	45
Apprenticeship	102	100	2
On-the-job training	838	813	25



## Section Two

# 3. JMPI BEST PRACTICES AND CONCERNS CASE STUDY

# JMPI Best Practices and/or Interview Observations

1. Importance of strong, trusting **relationships**.
2. **Everyone** markets to employers (not just Job Developers) - "hidden" labour market – **all eyes on the employer**.
3. Spoke more of “**MARKETING**” THAN “**SELLING**”
4. Key value messages - **extension of HR department** - will do screening for qualified candidates, provide space for interviews, follow-up (job retention) etc.

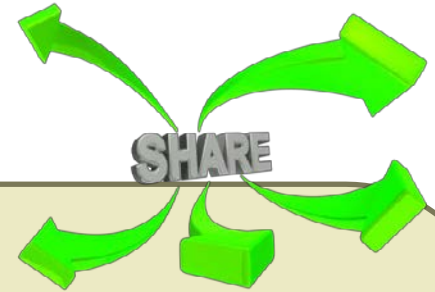
# JMPI Best Practices and/or Interview Observations

5. Different definition of "Job Developer" - from marketing/liaison, to matching, to being "employment counsellor" after client is "job ready" (HOW DOES THIS CORRELATE TO PLACEMENT RESULTS?)
6. Importance of "right fit" - for many employers, incentive is less important. It is not the reason to have a job placement. Rather it helps make the job placement work.

# JMPI Best Practices and/or Interview Observations

7. Different approaches to incentive amounts - from matrix (client, employer criteria) to a case-by-case basis
8. Numbers in CaMS relating to JMPI do not seem to fit the reality of what many told us - as some organizations ramp up, there is a lag.
9. Cooperation amongst job developers across centres in some locations
10. Several comments regarding the difference between JMPI that ran Job Development through the previous Job Connect, and those that have never done Job Development before EOES.

# Working with the person next to you, please discuss...

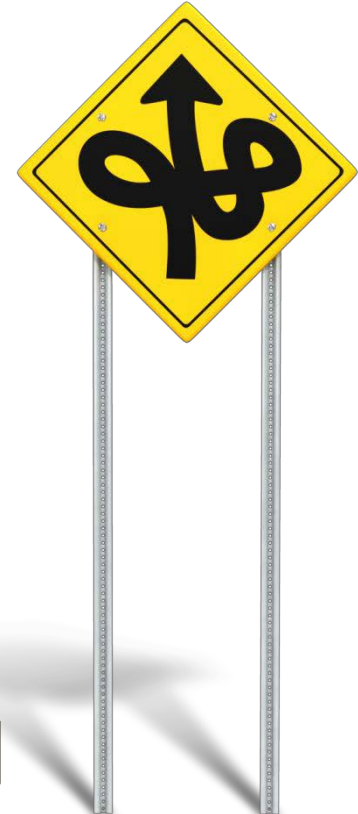


1. Your general observations about each case study.
2. What you like/dislike about each.
3. Can you relate to either?
4. What would you like to see change in your organization in the next 6 months?



## Section Three

# JOB/TRAINING RETENTION



# Section 3

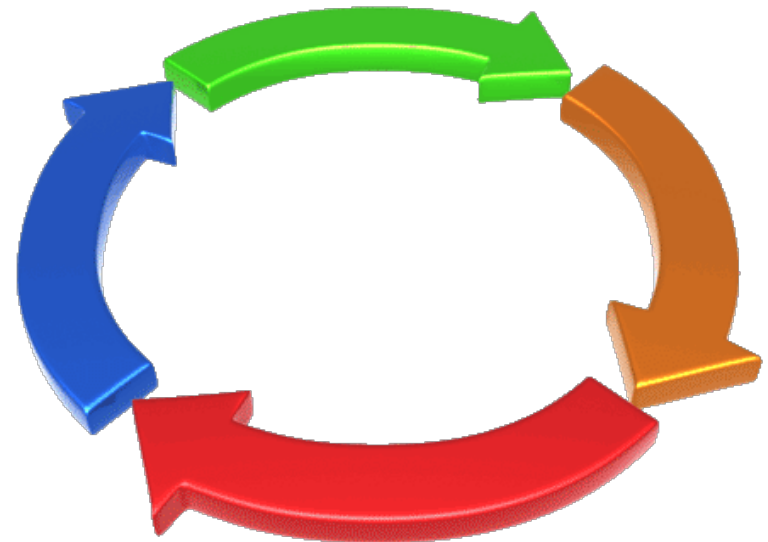
## Learning Objectives

### 3.1 Better understand Retention within EOES

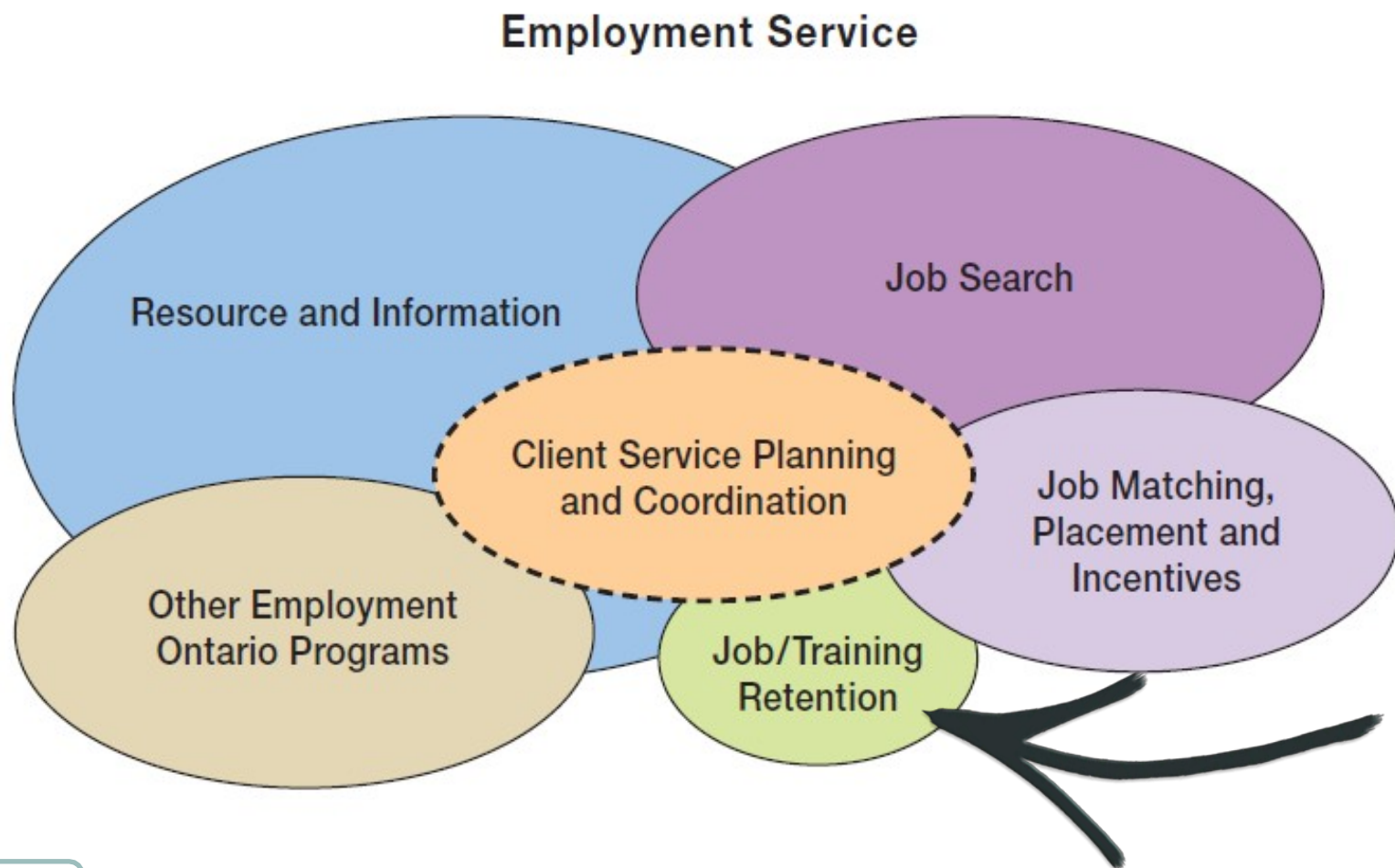
#### 1. **Interconnect:**

- a) Needs Assessment,
- b) Potential Service Interventions,
- c) Data entry and Data Integrity
- d) Retention in Reports

#### 2. Explore best practices and concerns from the network.



# Five Service Components EOES

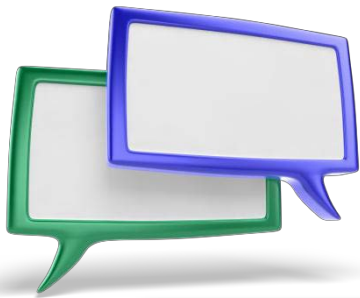


# Job Retention – *Who gets it?*

Both clients/participants and employers receive this. Retention enhances support when an on-the-job placement, training completion, employment and/or advancement are unlikely to succeed without further assistance.

**3.5-1 EOES Guidelines, 2012**

ES Retention is a component for clients who are at risk of not completing their training and or staying employed.

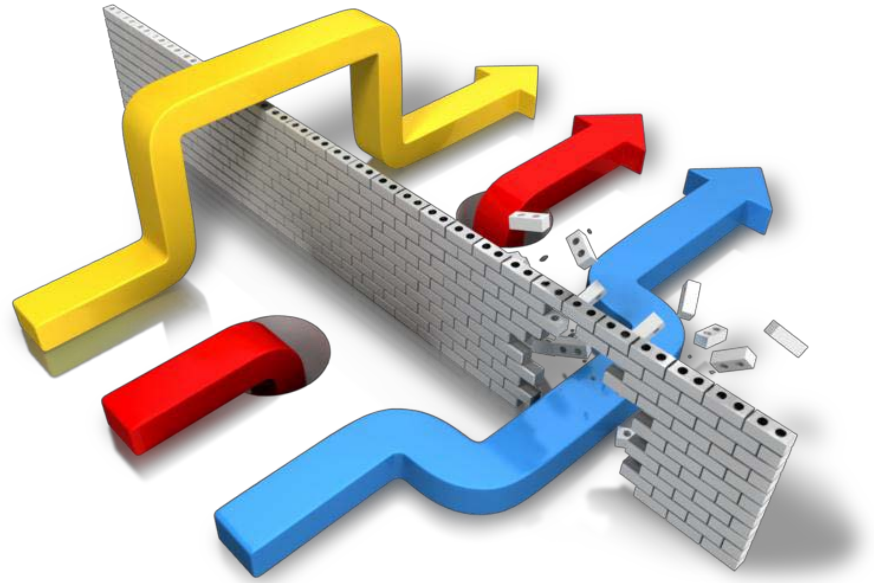


# What is the purpose?

Job / Training Retention is a tool in your tool kit, *and all tools have a purpose.*



- What is the purpose of the Retention Component within your program?
- How do you decide who receives Retention supports, and who does not?



### Section Three – Job Retention

## 2. INTERCONNECT:

### a) NEEDS ASSESSMENT

# Meta-Analysis - Findings:



How does this correlate to the retention support services you presently offer?

1. Those who struggle to find employment tend to be the first to leave a job.
2. Reasons for leaving a job (i.e. the 'trigger' that leads to an individual losing a job) are often similar, if not identical, to a 'barrier' to obtaining a job.
3. **Supports and Interventions delivered by the employer correlate much more strongly to retention**
4. **Pre-employment interventions are more effective than post-employment interventions**

Johnson, Anthony (2002), Job Retention and Advancement in Employment: Review of Research Evidence. Department for Work and Pensions, UK

# MTCU EOES

## Indicators of Client Service Need

1. Demographics
2. Performance Indicators
3. Market Perceptions
4. Motivation
5. Work Habits
6. Interpersonal Skills
7. Employment Expectations
8. Self-Marketing
9. Stability Issues

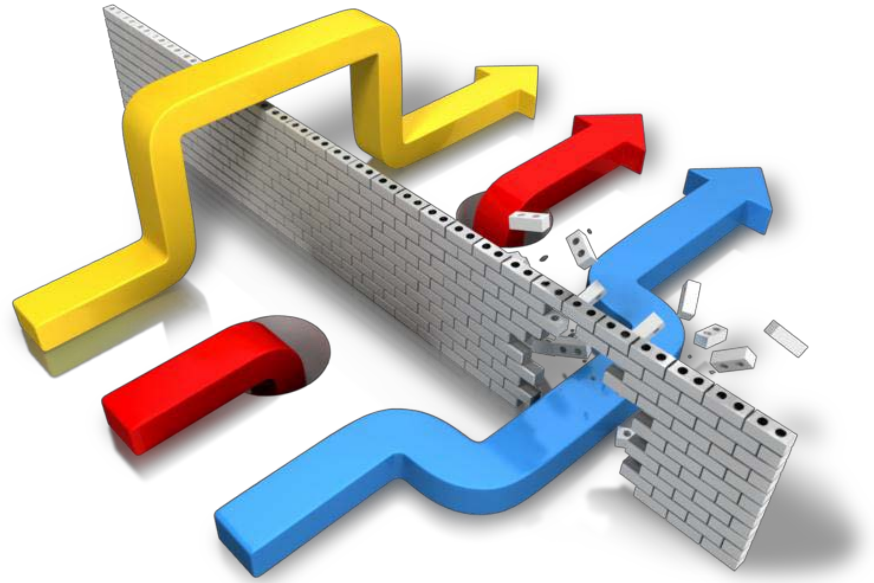


## Let's explore how these needs can be used to predict retention risks:

Indicator of Client Service Need	Is this an Access Issue, a Retention Issue, or Both?
1) Demographics	A / R / B
2) Performance Indicators	A / R / B
3) Market Perceptions	A / R / B
4) Motivation	A / R / B
5) Work Habits	A / R / B
6) Interpersonal Skills	A / R / B
7) Employment Expectations	A / R / B
8) Self-Marketing	A / R / B
9) Stability Issues	A / R / B

**What specific kinds of client needs may present themselves in each area that would likely require Retention intervention?**

<b>Indicator of Client Service Need</b>	<b>Examples of client need that would likely require Retention intervention</b>
1) Demographics	
2) Performance Indicators	
3) Market Perceptions	
4) Motivation	
5) Work Habits	
6) Interpersonal Skills	
7) Employment Expectations	
8) Self-Marketing	
9) Stability Issues	



### Section Three- Retention

## 2. INTERCONNECT:

### b) Potential Service Interventions

Consider some of the needs you identified in the last exercise.  
What are some typical Retention Interventions that may be used to address some of the client service needs?

Indicator of Client Service Need	Examples of Retention service intervention	
	Client	Employer
Demographics		
Performance Indicators		
Market Perceptions		
Motivation		
Work Habits		
Interpersonal Skills		
Employment Expectations		
Self-Marketing		
Stability Issues		

*Where would you capture these types of service responses in CaMS?*



### Section Three - Retention

## 2. INTERCONNECT:

### c) DATA ENTRY, DATA INTEGRITY

# Data Entry, Data Integrity



On a scale of 1 – 10, how confident are you that all staff members understand how to accurately reflect their Retention service efforts and results in CaMS?

1

2

3

4

5

6

7

8

9

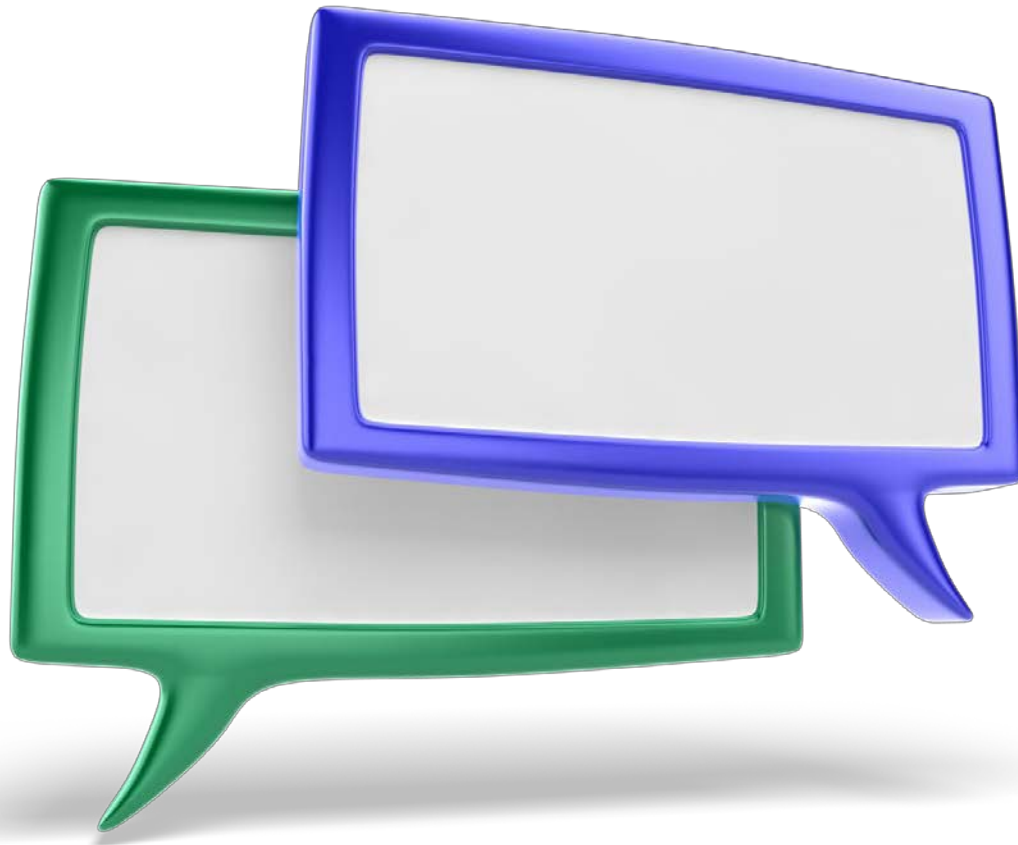
10

**Not at all  
Confident**

**Unsure**

**Highly  
Confident**

# How would you know?





### Section Three - Retention

## 2. INTERCONNECT: c) REPORTS



# By the end of this section you will know and understand...

1. The number of Retention clients you are serving, relative to your overall number of assisted service clients.
2. What client populations are receiving / not receiving Retention supports.
3. What kinds of Retention interventions clients / employers are receiving / not receiving.
4. Retention results.
5. How to question whether the data story you are seeing *makes sense*.



# DSQ Customer Service

ES CM#	CORE MEASL	YTD All Participants			YTD Job Retention		
		Num	Den	Actual	Num	Den	Actual
Customer Service							
1	Customer Satisfaction	373,948	384,096	97%	9,695	12,651	77%
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	Placement Employers	6,497	6,604	98%			
	Rt Employers	10,301	10,413	99%			
	Employer response rate	17,017	41,902	41%			

Have a look at your DSO Retention

Have a look at your DSQ Retention  
Customer Service data.

**What are your observations?**

# Retention DSQ Employed Outcomes

ES CMF		YTD All Participants			YTD Job Retention		
CORE MEASURES		Num	Den	Actual	Num	Den	Actual
<b>Effectiveness</b>							
<b>3</b>	<b>Employed/Career Path</b>	<b>86,205</b>	<b>134,532</b>	<b>64%</b>	<b>9,210</b>	<b>12,651</b>	<b>73%</b>
	1 employed total	64,625		48%	6,334		50%
	1a employed full-time	50,512		38%	4,914		39%
	1b employed part-time	14,113		10%	1,420		11%
	2 self-employed	2,759		2%	182		1%
	3 both employed and in education	1,146		1%	118		1%
	4 both employed and in training	1,085		1%	112		1%
	5 employed apprentice	723		1%	151		1%
	6 employed in area of training/choice	10,627		8%	1,761		14%
	7 in a more suitable job	3,017		2%	322		3%
	8 employed in a nonf noc/trade	2,228		2%	230		2%

**Now have a look at your DSQ Retention Employment data.**

# Retention DSQ Training Outcomes

ES OM#	CORE MEA	YTD All Participants			YTD Job Retention		
		Num	Den	Actual	Num	Den	Actual
4	Training/Education	20,226	134,532	15%	1,280	12,651	10%
9	OSSD or equivalent	916		1%	100		1%
10	Postsecondary	2,869		2%	214		2%
11	Academic up-grading	997		1%	75		1%
12	Other education	1,086		1%	55		0%
13	Second Career Program	6,881		5%	311		2%
14	EO training initiatives	3,072		2%	203		2%
15	EO Literacy training	234		0%	20		0%
16	ESL/FLS	727		1%	31		0%
17	MCI Bridge projects	183		0%	10		0%
18	Federal	1,305		1%	116		1%
19	other occupational skills training	1,986		1%	145		1%

Now have a look at your DSQ Retention Training data.



# DSQ Retention Suitability?

Suitability Indicator	All	JMPI	Retention
<b>Denominator:</b>	<b>134,532</b>	<b>13,382</b>	<b>12,651</b>
1A. Age <20	8,409	1,525	1,111
1B. Age >44	41,926	2,893	3,707
2. <= Grade 12	56,416	6,573	6,252
3. Educated outside Canada	30,342	2,429	1,758
4. Credentials not recognized	2,259	191	118
5A. Worked, but not in Canada	9,838	847	587
5B. No work experience	3,786	582	494
6. Employment skill	75,230	7,806	8,014
7. > 26 weeks Time out of school/work	53,858	5,163	5,005
8. History of poor work retention	18,211	2,307	3,518
9. Job search skill	117,194	11,101	11,020
10. Source of income (EI,OW, ODSP, Dep OW/ODSP, Crown Ward, No source of income)	103,747	10,084	9,373
11. Language skill	16,788	1,751	1,467
12. Labour market change	42,010	3,135	3,521
13. Persons with disability	5,767	624	819
14. Aboriginal persons	3,187	330	418

# What do you see?



- What are your observations?
- What do you see in your DSQ Suitability Data?

Please Find:

15B

# Service Plan Profile



15B is based on all client files with a START DATE in the fiscal year. It will never line up to the DSQ, which is based on closed.

# Starting with Participant Profile - Pages 4-6:

What # / % of clients do you have in each profile category?

And what service components are they receiving?

PARTICIPANT PROFILE		All Assisted Participants		Job Search		Job Placement		YTD Job Retention		All Unassisted Participants	
AGE		128,755	100%	126,690	100%	11,303	100%	11,541	100%	3,203	100%
5	<20	6,189	5%	6,023	5%	1,053	9%	878	8%	101	3%
	20-24	19,534	15%	19,109	15%	2,883	26%	2,172	19%	354	11%
	25-29	17,816	14%	17,498	14%	1,842	16%	1,628	14%	386	12%
	30-44	43,632	34%	42,989	34%	3,140	28%	3,469	30%	1,240	39%
	45-54	27,482	21%	27,125	21%	1,643	15%	2,224	19%	762	24%
	55+	14,102	11%	13,946	11%	742	7%	1,170	10%	360	11%
5	>44	41,584	32%	41,071	32%	2,385	21%	3,394	29%	1,122	35%
Average Age		43		37		33		36		39	
PREFERRED LANGUAGE OF SERVICE		128,755	100%	126,690	100%	11,303	100%	11,541	100%	3,203	100%
	English	124,613	97%	122,583	97%	10,946	97%	11,403	99%	3,160	98%
	French	4,142	3%	4,107	3%	357	3%	138	1%	53	2%

Same methodology as we used when exploring the 15B for OW... but let's look at more detail...



# Using your data, please fill in the following chart:

Participant Profile	All Assisted Participant total # (not percentage)	Total # Job Retention (not percentage)	% of client population served by Retention
< 20 Age			
Disabled			
Aboriginal			
Newcomer			
Grade 9-11			
Worked, but not in Canada			
More than a year out of S/W/T			
Ontario Works			
<b>History of poor work retention</b>			

✓	Consider the list below: How many of these areas are potential retention issues?
	Child Care
	Educational/Academic
	Financial Planning
	Health/Counselling
	Housing
	Language– Assessment
	Legal
	Newcomer
	Regulatory Bodies

# 15B - Total referrals out to other community supports – thoughts?



REFERRALS TO OTHER COMMUNITY RESOURCES	Total	Retention
Child Care	78	16
Educational/Academic Services	798	94
Financial Planning	145	17
Health/Counselling Services	460	69
Housing Services	202	44
Language Services – Assessment	321	14
Legal Services	92	15
Newcomer Services	301	22
Regulatory Bodies	123	14

**Observations?**



Find your Outcomes Follow-up  
Report (#15DR)

**What do your 3/6/12  
month follow-ups say  
about your present  
retention rates?**



# #15D Outcomes Follow-up report

## First Page – unable to contact

Outcomes at close	All Participants	Job Search	Job Placement	Job Retention
Ontario Dec. 2012 Unable to contact client	7030 / 9%	6977 / 9%	215 / 3%	545 / 7%
Your results, Unable to contact client:				

# 15D Average Wage, Length of time in service

## Second Page

	All Participants	Job Search	Job Placement	Job Retention
Ontario Dec. 2012 Average Wage	\$12.13	\$12.20	\$14.46	\$8.99
Your average Wage Results:				
Ontario Dec 2012 Average Program Duration	17.89 (weeks)	11.25	17.91	14.23
Your average Program Duration:				
				Observations?

# 15D Outcomes at close



## Page 1 – Employed Outcomes at close

### CM ASSISTED SERVICE PARTICIPANT OUTCOMES AT CLOSE

CM ASSISTED SERVICE PARTICIPANT OUTCOMES AT CLOSE		All participants		Job Search		Job Placement		Job Retention	
#		#	%	#	%	#	%	#	%
3	Employed	78405	64%	76970	64%	10616	88%	8205	73%

Outcomes at close	All Participants	Job Search	Job Placement	Job Retention
Employed	64%	64%	88%	73%
Unable to work	3%	3%	2%	3%
Unemployed	8%	8%	4%	6%
Unknown	9%	9%	3%	7%

Observations?

# 15D Outcomes at 3 Month Follow Up

## Page 4 – Employed Outcomes at 3 month Follow up

### CM ASSISTED SERVICE PARTICIPANT OUTCOMES AT 3 MONTH

#	All participants		Job Search		Job Placement		Job Retention	
	#	%	#	%	#	%	#	%
TOTAL OUTCOMES	95895		94616	99%	9283	10%	7481	8%
Employed	47057	49%	46290	49%	6325	68%	4281	57%

Outcomes at 3 month Follow up	All Participants	Job Search	Job Placement	Job Retention
Employed	49%	49%	68%	57%
Unable to work	2%	2%	2%	3%
Unemployed	11%	11%	9%	13%
<b>Unknown</b>	<b>28%</b>	<b>28%</b>	<b>18%</b>	<b>19%</b>

Observations?





## Section Three

# 3. RETENTION BEST PRACTICES AND CONCERNS CASE STUDY

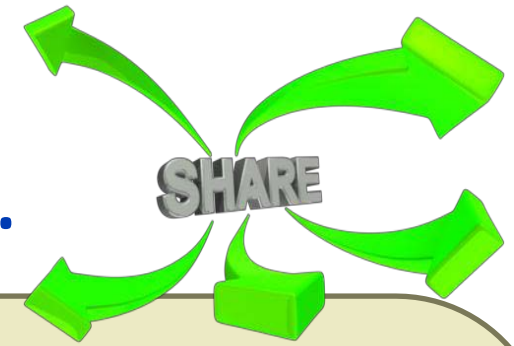
# Retention Best Practices &/or Interview Observations

1. Job Retention component is defined very differently by different SPs. Tend to define it based upon how they incorporate job retention into their services. This seems to be reflected in the numbers in CaMs.
2. Especially important for many "difficult to serve" or "vulnerable" clients - need to keep the match in place long enough for it to succeed.

# Retention Best Practices &/or Interview Observations

3. Communication is important. Client and employer need to see the value in the job retention services.
4. A few aimed to set up job placements beyond a typical 3 month probation period.
5. Some organizations have very specific strategies to tackle retention issues – others felt it was just part of their regular service. This was often reflected in the numbers.

# Working with the person next to you, please discuss...



1. Your general observations about this case study.
2. What you like/dislike about each.
3. Can you relate to either?
4. What would you like to see change in your organization in the next 6 months?

# Conclusion

1. Understand how reports, data and core measures are interconnected and interdependent- what is your data saying about you?

1 2 3 4 5 6 7 8 9 10

2. Learn to use data to:

- ✓ fully understand the importance of data & program integrity
- ✓ support evidence-based decision making
- ✓ facilitate discussion and best practices
- ✓ identify best practices based on performance analysis

1 2 3 4 5 6 7 8 9 10

3. Connect data in the reports to the CaMS system

1 2 3 4 5 6 7 8 9 10

4. Explore best practices in the network

1 2 3 4 5 6 7 8 9 10

# Thank you!



Evaluations will be sent to you electronically.

You are invited to take this information back to your service delivery site and train others responsible for the delivery of your program. Understanding how what you do is interconnected to the results you achieve is everyone's job.