Employment Ontario

EMPLOYMENT SERVICES PERFORMANCE MANAGEMENT SYSTEM
FOR
SERVICE DELIVERY SITE (SDS) MANAGERS

TRAINING SESSION

Prepared for MTCU Service Delivery Branch

Agenda

Introduction

ES Performance Management System

The Concepts:

○ Performance Measurement

    ○ Reporting

    ○ Monitoring

○ Business Planning

Summary

Rules of Play

- Phones/blackberry on "silent"
- Use time wisely
- Network during breaks. Watch the "side conversations"
- Go with the flow – agenda is a "guideline"
- Participate fully and respect and support the right to be heard
- Work from you own "learning edge" and acknowledge that others may be at different places
- Be open to new concepts and to concepts presented in new ways. Appreciate other points of view
- Utilize the "parking lot" to note issues/questions that will not be addressed in this session
- Make criticisms constructive with suggestions for improvement and nonjudgmental language

Employment Ontario's Service Promise

- Be the primary source of help and information about employment and training in Ontario.

- Ensure the highest quality of service to help individuals meet career or hiring goals

- Provide opportunities to make it easier for individuals to improve their skills through education and training – wherever they go they will get the help they need

- Build the highly skilled, highly educated workforce Ontario needs to be competitive

Employment Ontario Employment Service

- Outcome-based

- Client focused, effective and efficient

- Expertise and local knowledge for the best client outcome

- Employment Service Performance Management System (ESPMS) to support consistent, high quality services and outcomes across Ontario

Purpose of Training

6

This one-day session is to support you, as a Service Delivery Site (SDS) manager, to build the capacity of your SDS to deliver and sustain customer-focused, effective, and efficient employment services. Therefore this one day session includes:

- The approved ESPMS as it applies to ES during the interim agreement period (now until March 31, 2012) as well as at maturity
- Four ESPMS concepts: Performance Measurement, Reporting, Monitoring and Business Planning, and how they interact to enable SDSs to deliver consistent quality service within the ES program

Exercise

Please introduce yourself to the group and answer this question:

As you reflect on the ES transition to date, what successes has your organization experienced that are directly related to the new Employment Service? What are you most proud of?

Employment Service Performance Management System

Performance Management in the OPS

- Outcomes and evidence-based process that is comprehensive and government-wide

- Informs decision making and ensures that funded activities align with government priorities

- Multi-year, performance-driven performance management

- Results are integrated with budgets

- Performance targets are set

- Regular performance reporting
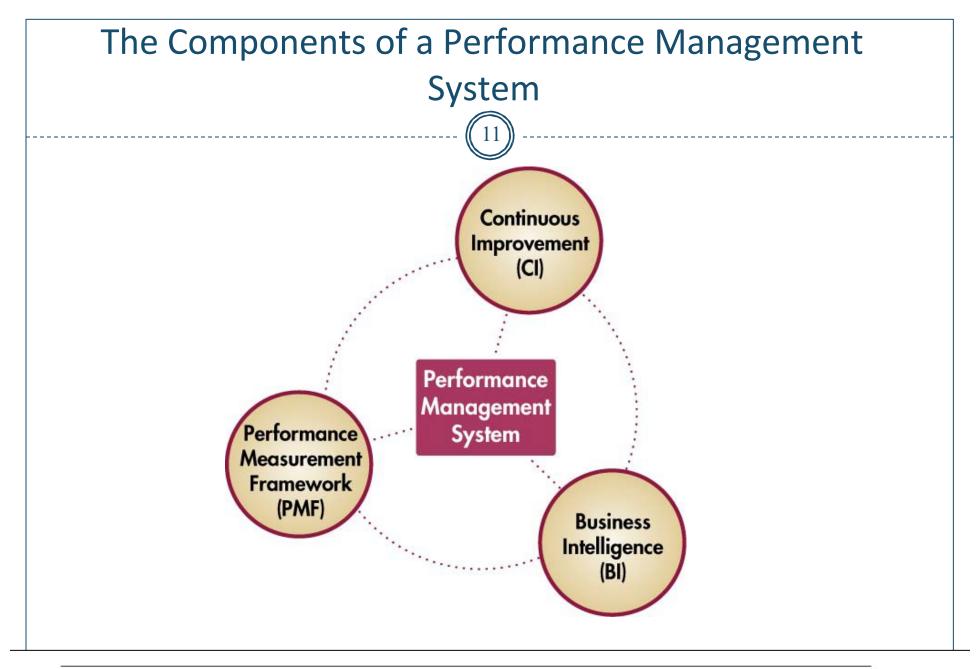
What is Performance Management?

- Clear, strategic system for managing performance to provide maximum benefit in a fiscally responsible way

- Systematic way of defining what is important and what is expected as well as incentives and consequences

- Enterprise-wide approach to build organizational capacity within MTCU and across the service delivery network

Performance management:

- Identifies clear measures and standards

- Informs change

- Supports ongoing program development and innovation, priority setting, resource allocation

- Enables local planning, decision making and priority setting and strategic program and service management

- Ensures results are assessed against consistent factors

The Components of a Performance Management System

Components of a Performance Management System

Performance Measurement Framework (PMF): Dimensions of service success, performance measures, data indicators, overall service quality
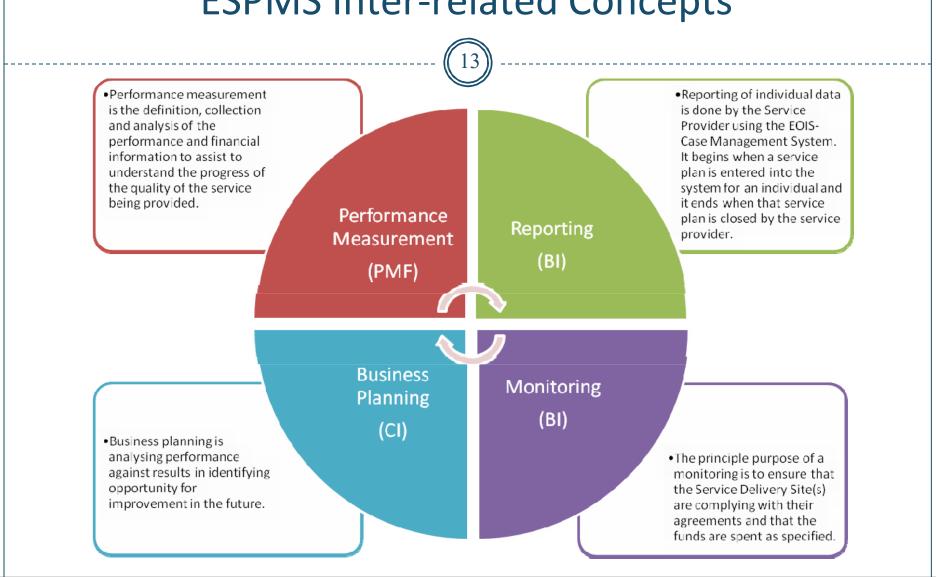
Business Intelligence Capability (BI): An Information Management system, business rules and reports to support analysis. Performance-based management decision models and business planning/submission process

Continuous Improvement (CI): performance-based, business processes: Integration of performance measurement into daily operations

ESPMS Inter-related Concepts

- Performance measurement is the definition, collection and analysis of the performance and financial information to assist to understand the progress of the quality of the service being provided.

Performance Measurement (PMF)

- Reporting of individual data is done by the Service Provider using the EOIS-Case Management System. It begins when a service plan is entered into the system for an individual and it ends when that service plan is closed by the service provider.

Reporting (BI)

- Business planning is analysing performance against results in identifying opportunity for improvement in the future.

Business Planning (CI)

Monitoring (BI)

- The principle purpose of a monitoring is to ensure that the Service Delivery Site(s) are complying with their agreements and that the funds are spent as specified.

Roles and Responsibilities

One of the key benefits of an effective performance management system is the clarification of roles and responsibilities for MTCU and service provider. This includes shared responsibilities.

Common Misconceptions

- Performance Measurement, Performance Management Framework and Performance Management System are "interchangeable "

- Outcomes-based means only the client outcome is measured and valued

Managing the "Waterline"

"Above the waterline": the products and services you provide/deliver to your primary customers to respond to their needs and expectations

"Below the waterline": your business foundation or organizational/service provider capacity:

- o Planning
- o Resourcing
- o Communicating
- o Measuring

Exercise

Think of your primary customers, the person(s) or organization(s) without whose support your program would cease to exist. Who are they, what do they expect and how will they measure your success "above the waterline"?

○ Your Primary Customers

○ Expectations

○ Success Measures

The Transition to a "Mature" ES

Full Service Delivery – March 31, 2011

- ES service delivery sites are delivering all components of the Employment Service.

Managing Results to Target – July 31, 2011

- ES service delivery sites have developed business systems to measure progress against contracted performance commitments.

Managing Results for Continuous Improvement – March 31, 2012

- ES service delivery sites are on target for results and have **future years** improvement strategies.

Focus areas during transition:

- Service/contract compliance
- Development of capacity to manage results
- Consider strategies for CI beyond March 31, 2012

Exercise

As you reflect on your journey from August 1, 2010 until now....

1. What products and services do you currently have in place for primary customers?

2. What have you done to build a business foundation "below the waterline" to enable these results?

As you review the results from July 2011 and March 2012....

1. What results will your primary customers expect?

2. What will you need to do to build a solid business foundation "below the waterline" to enable these results?

Performance Measurement

Performance Measurement

During the transition you will focus on **"performance measurement";** therefore, in this section you will learn more about:

- ○ 3 dimensions of performance measurement
- ○ 7 core measures that nest under these dimensions
- ○ Service quality targets
- ○ Financial and service delivery components

Performance Measurement is important because…

✓ What gets measured gets done

✓ If you don't measure results you can't tell success from failure

✓ If you can't see success you can't reward it

✓ If you aren't rewarding success, you're probably rewarding failure

✓ If you can't see success you can't learn from it

✓ If you can't recognize failure you can't correct it

✓ If you can demonstrate results you can win public support

What is Performance Measurement?

The definition, collection and analysis of the performance and financial information to assist to understand the progress and the quality of the service being provided.

ES performance **is not measured** by an exclusive focus on activity and intake, results, expenditures, or customer satisfaction.

ES performance **is measured** by a combination of:

o Who is served (i.e. profile of suitability);

o What happens to them (i.e. outcome or impact of service);

o How well individuals and employers think they have been served (service coordination and customer satisfaction); and,

o The value for the investment (efficiencies)

PMF - Mature Model

OVERALL SERVICE QUALITY (LINK TO FUNDING)

Effectiveness 50%
- Participant Suitability
- Service Impact

Customer Service 40%
- Service Coordination
- Customer Satisfaction

Efficiency 10%
- Funded Intake & Activity

Service Provider Capacity

Measuring | Resourcing | Planning | Communicating

AGREEMENT & GUIDELINE COMPLIANCE

ES Dimensions and Core Measures

The three dimensions are weighted to indicate their value when combined to measure the overall service quality. Seven core measures are the activities being evaluated in each dimension. Indicators (which will not be covered today) are the variables and data elements used to create and define a performance measure.

1. <u>Customer Service</u>
   o Customer Satisfaction
   o Service Co-ordination

2. <u>Effectiveness</u>
   o Employment/Career Path
   o Training/Education
   o Suitability

3. <u>Efficiency</u>
   o Intake in Assisted Services
   o Intake in Workshop/Information Session

Exercise

Review Employment Service Guidelines and fill in the blanks

Dimensions and Core Measures	Interim Core Measure Target	Weight	SQT Value	Maximum Value
Customer Service (____%)				
Customer Satisfaction (Client/participant/employer)				
Service Coordination				
Effectiveness (____%)				
Employed/Career Path				
Training/Education				
Suitability (Participant Profile)				
Efficiency (____%)				
Intake in Assisted Services				
Intake in Workshop Activities/ Information Sessions				
Interim Service Quality Target				

Reporting

Reporting

During the transition period you will focus on **"reporting";** therefore in this Unit you will learn:

- The relationship between site data and how to evaluate site performance against commitments

What does Reporting Mean?

Service providers are required to report to MTCU on the delivery of ES and the use of funds. Service providers are required to report in three areas:

○ Client/Individual Data

○ Service Provider Performance by Service Delivery Site

○ Financial Management and Accountability

Below the Waterline Opportunity

Part of the ETC's monitoring responsibilities is to validate that reported data from a site level is valid and accurate. A service provider should have systems in place "below the waterline" to ensure the data is entered and is accurate.

What do you think you need to record and/or monitor "below the waterline" to ensure your services are appropriate and timely? What are the risks if you don't? What are the benefits if you do?

Report Types

The following reports will be available to MTCU and to Service Providers:

- Employment Service - Service Quality
- Employment Service - Detailed Service Quality
- Employment Service - All Data
- Employment Service Employers
- Employment Service Case Activity
- Service Provider Follow Up Cases
- Service Provider Inactive Cases

Detailed Service Quality Report

This report integrates:

Performance details:

- Core Measure Targets
- The Service Provider's performance commitments by site
- The actual performance against the interim targets

Financial details:

- Financial allocation and actual expenditures based on closed files. A review of this report provides a comprehensive view of each service delivery site's performance.

Exercise

Familiarize yourself with the specific areas of this report and identify:

- Three dimensions and the seven related core measures
- Employment Service Core Measure Provincial Target
- Performance Commitment Annual Targets (Schedule B core measure targets by Service Delivery Site)
- Year to date Core Measure Actuals - % target achievement, review numerators and denominators
- Service Quality Interim Target
- Site Level Service Quality Target Value
- Allocations
- Expenditures

Roles and Responsibilities: Service Providers

Service providers, by site, will:

○ Review operational monthly and quarterly performance reports

○ Examine and analyze the monthly reports to monitor their performance

○ Complete and submit the Quarterly Status and Adjustment Report

○ Complete and submit the Estimate of Expenditure Report for Service Delivery Site(s)

○ Submit an Audited Statement of Revenue and Expenditure Report

Below the Waterline Opportunity

Service providers, by site, should collect and analyze information, not required by MTCU, to manage "below the waterline".

○ What additional information do you need to collect internally to build your organizational/service provider capacity?

Roles and Responsibilities: MTCU

MTCU, for each service delivery site, will:

- Review the Quarterly Status and Adjustment Report
- Review and analyze the monthly ES-Service Quality report
- Review service provider core measure targets, service quality target, deliverables and milestones using Schedule B of the agreement
- Review the Estimate of Expenditure reports
- Provide feedback to the Service Provider

During the transition MTCU will monitor service delivery and transition deliverables and milestones outlined in the service providers ES business plan.

Quarterly Status Adjustment Report (QSAR)

The QSAR report is designed to provide a consistent approach for reporting and providing feedback against target/milestone achievement and budget management for all funded service delivery sites.

It is a key reporting and monitoring tool that will be used by both service providers and MTCU through the 20-month agreement (the transition) and beyond.

QSAR Process

Each Service Delivery Site will complete a QSAR quarterly and submit to MTCU within 10 MTCU business days from the date the DSQ is finalized (including the day of posting). MTCU will provide written feedback and may have other discussions with the service provider.

During the transition MTCU's feedback will primarily focus on the <u>transition.</u> MTCU expects service providers to demonstrate that:

- They understand the results they need to achieve and why they are not achieving them

- They know what their actual results are telling them, and

- They develop and implement improvement plans when required.

These are key activities to manage an effective, sustainable organization.

Below the Waterline Opportunity

In addition to complying with MTCU reporting requirements the QSAR provides the opportunity for internal business planning. The QSAR could be an "output" of internal business planning to demonstrate your service delivery site's capacity to measure and plan "below the waterline" in order to build a business foundation.

What internal structures and processes do you have in place to celebrate successes and continuously improve your Employment Service?

Exercise

To complete the QSAR you must understand your actual results, your strength areas and those areas that require improvement; the Detailed Quality Service Report is an important part of understanding your results/performance.

- Review the Detailed Quality Service Report and fill in the four columns for each core measure: Performance Commitment Annual Target (Perf. Com. Ann. Target), Year-to-date numerator (YTD Num.), Year-to-date Denominator (YTD Den.), Year-to-date Actual (YTD Actual)

- Calculate the variance for each core measure.

Exercise

Dimensions and Core Measures	Provincial Target	Performance Commitment Annual Target	YTD Actual	Variance (+ -)
Customer Service				
Customer Satisfaction (Client/participant/employer)				
Service Coordination				
Effectiveness				
Employed/Career Path				
Training/Education				
Suitability (Participant Profile)				
Efficiency				
Intake in Assisted Services				
Intake in Workshop Activities/ Information Sessions				
Interim Service Quality Target				

Exercise: Part 2

○ What are the areas of improvement you think should be included in the QSAR?

○ Why?

○ What are the probable causes?

○ What is your plan to improve these areas?

Monitoring

Monitoring

During the transition you will focus on **"monitoring"** therefore in this Section you will review:

- The role of monitoring in Performance Management System
- Compliance with agreement
- Service Delivery Site business processes

What is Monitoring?

The principle purpose of monitoring process is to ensure that SDSs are complying with their agreements and that the funds are spent as specified. In addition, the process is meant to provide the Ministry with information regarding compliance to the ES guidelines and the demonstration of organizational/service provider capacity.

The monitoring process covered in this section outlines how MTCU will monitor during the 20 month transition agreement phase; these practices may apply to a monitoring within a mature model as well.

How does Monitoring occur?

- MTCU is required to monitor the implementation of the ES at regulated intervals throughout the ES agreement.

- Monitoring can be achieved through both a formal and informal approach:

  - A site compliance visit is the <u>formal approach </u>to monitoring. Its purpose is to ensure that the SP is compliant with the activities set out in the agreement. <u>Informal monitoring </u>is the examination of ongoing activities as they relate to the service provided by the SDS. This can be such things as reviewing reports and other related data.

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Focus areas during transition:

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Reporting, Monitoring and Transition Funding

As part of the Audit and Accountability requirements which support financial accountability, ES SPs are required to submit two kinds of Estimate of Expenditure Reports (general and transition-specific), twice yearly, as well as a statement of revenue and expenditures based on their yearly audit.

The next Estimate of Expenditure reports are due Oct 14, 2011, Feb 10, 2012. The audited financial statements are due June 30, 2011 and June 29, 2012.

Business Planning

49

Business Planning

During the transition you will focus on **"business planning";** therefore, in this section you will learn:

- The business planning process and the Employment Service Performance Management System   principles
- Tools for reviewing business and analytical processes
- Tools to analyze and identify improvement areas

Business Planning

The focus from August 2010 to March 31, 2011 was for Service Delivery Sites to implement all five components of Employment Services and to build organizational capacity to support customer-focused, effective, and efficient Employment Services

The focus from April 2011 to March 2012 is to ensure:

- Service delivery sites have developed business systems to measure progress against contracted performance commitments
- Service delivery sites are on target for results and have out-year improvement strategies
- Service delivery sites consider strategies for continuous improvement in the post - 20 month agreement environment. Continuous improvement is the integration of performance measurement into the daily operations of an organization with the purpose to constantly seek to improve the quality of service

MTCU will provide information regarding business planning for 2012 – 2013

in the fall of 2011

What is Business Planning?

- MTCU operates on an annual business management cycle

- The business plan addresses the service provider's commitment to service levels, service quality standards and continuous improvement targets

- The QSAR is used to monitor progress against commitments

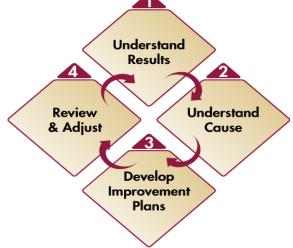- Business planning for 2012 - 2013 will commence fall 2011

Below the Waterline Opportunity

Planning is a dimension of organizational/service provider capacity. <u>Results need to be achieved by design not by accident.</u> Although not directed by MTCU, service providers should be business planning and monitoring on a daily, monthly and quarterly basis.

How do you measure your results and plan for improvement on an ongoing basis?

Summary

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Employment & Training Division
Ministry of Training, Colleges and Universities

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Summary

During this session you learned that Employment Service Performance Management System is a:

- A clear, strategic system for managing your operations in a way that provides maximum benefits for clients and employers while ensuring your resources are being properly allocated and managed

- A system that builds organizational capacity to deliver sustainable, quality customer services

- A system in which MTCU, service providers, and clients have the same understanding of what's important, what's expected, and what the incentives and consequences are

Summary

Hopefully, at this time, you have a deeper level of understanding regarding:

- The definition and components of the ES Performance Management System

- How MTCU measures performance within the ESPMS

- The responsibilities of SDSs to achieve the commitments set out in the MTCU agreement and Schedule B and to build organizational/service provider capacity to deliver services that meet the service quality target.

- The processes and tools available to help SDSs deliver and manage outcomes-based employment services

Exercise

What are two things you know now about the ESPMS that you didn't know before today?

What are two things you need to know about ESPMS that you don't know yet?

What are the two things you learned during this session that you need to implement when you return to work?

The Transition

- From the "Embryonic Stage" to the "Mature Stage"

- The impact of change on people and teams

- Leading "through the wilderness"

- You'll get there before you know it!