SUPPORTED EMPLOYMENT

Program Guidelines

February 7, 2018

Ontario

1. INTRODUCTION

1.1. Purpose of the Guidelines

These program guidelines support the implementation and delivery of the Supported Employment program offered by the Ministry of Advanced Education and Skills Development ("the Ministry").

These guidelines provide information on the:
- program context;
- objectives of the initiative and key program components;
- selection criteria and funding model;
- program delivery responsibilities;
- expected outcomes and performance measures; and,
- reporting, budget and other administrative requirements.

These guidelines are a resource to help service providers deliver the Supported Employment program. Service Provider Transfer Payment Agreements with the Ministry set out the legal responsibilities for service delivery, and the provisions in these agreements prevail. These guidelines are subject to change. The most recent version of these guidelines is available online at the Employment Ontario Partners' Gateway.

1.2. Program Context

1.2.1. Employment Ontario

The vision of the Ministry of Advanced Education and Skills Development is to have the best educated and skilled workforce in the world, to build Ontario's competitive advantage and enhance the quality of life for all Ontarians.

Employment Ontario (EO) is the province's one-stop service delivery system. Employment Ontario offers a range of employment, training and labour market programs and services, delivered by third-party service providers to over one million Ontarians.

The Employment Ontario service promise is to:
- deliver the highest quality of services and supports to help individuals and employers meet career or hiring goals;
- provide opportunities for individuals to improve their skills through education and training;
- ensure that individuals get the help they need at every Employment Ontario office; and,
- work with employers and communities to build the highly skilled and educated workforce Ontario needs to be competitive.

Employment Ontario programs serve over 1 million clients including 107,000 employers

annually.

While the Supported Employment program focuses specifically on services to people with disabilities, there are a number of other Employment Ontario programs that individuals can access based on their needs.

For example:
- Employment Service (ES): provides resource and information services as well as job search, job matching and placement and job retention supports. Approximately 18,000 people who have self-identified as having a disability access ES annually.
- Youth Job Connection (YJC): designed to serve youth, aged 15 to 29, who experience multiple and/or complex barriers to employment by providing more intensive supports. Approximately 2,800 people who self-identify as having a disability are YJC participants annually.
- Literacy and Basic Skills (LBS): helps adults in Ontario to develop and apply literacy, numeracy and digital skills to achieve their goals. Approximately 2,500 people who self-identify as having a disability are LBS participants annually.

1.2.2. Employment Ontario Service Delivery Framework

As part of Employment Ontario, the Supported Employment program is delivered by a network of third-party service providers. Services are tailored to meet individual needs and can be provided one-on-one or in a group format.

Key principles guiding all Employment Ontario service delivery, including the Supported Employment program, are as follows:
- **Accessibility** – Employment Ontario service providers provide individuals with clear paths to the training and employment information and services they need. Employment Ontario provides reasonable and equitable access to services across the province, including accommodation for special needs.
- **Client-centric** - Employment Ontario service providers deliver services tailored to the needs of each individual, employer, or community. They also address social, demographic, geographic, or technological needs.
- **Quality** - Employment Ontario service providers deliver a helpful and positive customer experience. They maintain confidentiality and ensure privacy, with every individual, across all channels.
- **Integration** - Employment Ontario service providers meet individual needs and provide seamless service, aligning broader service delivery and individual goals with processes, infrastructure, and technology across all channels.
- **Cost-Effectiveness** – Employment Ontario service providers use available technology, simplify business processes, and leverage partnerships. This achieves the best results possible with available public funds.
- **Accountability** - The government and its service providers are accountable for service delivery results. Employment Ontario service providers' performance is measured against customer service standards and outcomes.
- **Community-Based Coordination** – Across the province, Employment Ontario service

Supported Employment

providers participate in local planning to coordinate their work at the community level.

1.2.3. Employment Ontario Information and Referral Network and Services

All Employment Ontario service providers must provide Ontarians with information on and referrals to **all** Employment Ontario employment and training programs and services, whether or not they deliver them.

Supported Employment service providers will need to be knowledgeable about current program and service options across the Employment Ontario network and capable of referring individuals to services and programs that best meet their needs.

Each Employment Ontario service provider must:
- have an efficient and effective process to identify individuals' information and referral needs;
- make information about all Employment Ontario services accessible to individuals, in print, over the phone, electronically and in alternate formats where required (e.g., braille, sign language, etc.);
- ensure individuals receive accurate and current information on the Employment Ontario services relevant to their needs;
- help individuals understand their program and service options across the Employment Ontario network;
- match individuals with the services that best meet their needs in the fewest possible steps;
- refer French-speaking individuals in designated areas who wish to exercise the right to be served in French to Employment Ontario service providers identified to deliver services in French;
- continually improve their services, based on feedback from individuals and employers; and,
- ensure their contact information and service descriptions are accurate and current, in all media they provide to individuals or other Employment Ontario service providers.

1.2.4. Individuals with Disabilities

People with disabilities have a higher rate of unemployment than the general population. A 2012 survey indicated that 40% of 24 to 35 year-olds with disabilities were not in employment, education or training (NEET) versus 10% to 12% among adults in the same age group without disabilities.[1]

The most common barriers to employment for people with disabilities include inadequate training or experience, lack of success in finding employment and lack of effective supports. While these are common barriers faced by most people who are

---

[1] Statistics Canada, Canadian Survey on Disability, 2012.

unemployed, their impact is magnified by the presence of a physical or mental disability (includes people with mental health and/or addiction issues). In addition, people with disabilities can also experience employment barriers due to misperceptions by employers related to accommodation needs and costs.

2. PROGRAM DESCRIPTION

2.1. Overview

The Supported Employment program is designed for individuals who face complex barriers to employment as a result of a disability. These barriers may include some combination of limited or interrupted labour market experience, low levels of education or literacy and challenging life circumstances (e.g., poverty or lack of family/parental support). The program offers a range of services and opportunities for people with disabilities to prepare for and secure employment.

In addition, the Supported Employment program also provides a wide range of services and opportunities for employers to address staffing and skills needs through matches with suitably skilled people with disabilities.

2.2. Principles

In addition to the general Employment Ontario service delivery principles (*see Section 1.2.2*), the Supported Employment program is guided by principles that specifically contribute to positive employment outcomes for the individual and the employer:
- Employment support is guided by the individual's interests, skills and strengths while acknowledging barriers to employment, including those resulting from their disability.
- Employment support is also guided by the workforce and skills needs of employers.
- Employment support involves coordination with hiring employers and with health and social services providers where needed and as appropriate.
- Employment service planning is based on a holistic approach that considers all aspects of the individual's needs and abilities to achieve a successful employment outcome.
- The process of looking for work begins soon after the individual's assessment and identification of individual preferences and is not delayed by prolonged skill training activities.
- The individual must receive compensation equal to the prevailing wage for comparable duties within the workplace.
- Employment support is open-ended and will be available to program participants (individuals and employers) for as long as needed.

2.3. Goal

The program is designed to help individuals with disabilities that face complex barriers

to employment. It provides access to employability and employment skills development, along with work opportunities. The goal of the program is to secure competitive[2] and long-term employment.

2.4. Objectives

The program will provide **individuals** with the following services, as needed:
- Short-term activities and/or interventions in employability skills development (e.g., workshops or other activities) designed to prepare individuals for the labour market (including, but not limited to, soft skills, job readiness and career development services);
- Competitive work opportunities with appropriate job search, coaching and accommodations services; and,
- Assistance keeping a job through ongoing job retention support.

The program will provide **employers** with:
- Assistance in identifying and addressing staffing and skills needs through matching them with suitable jobseekers with disabilities;
- Training, where requested, for managers and staff on best practices for working with employees with disabilities to create a more supportive and inclusive work environment;
- Support with addressing on-the-job employment issues that may arise with employees through job coaching and retention services; and,
- Training, where requested and relevant, regarding the use of on-site workplace accommodations such as assistive devices and adaptive technology.

2.5 Eligibility and Suitability

2.5.1 Individual

Eligibility
- Individuals must self-identify as a person with a disability as defined in Section 10 (1) of the Ontario Human Rights Code[3];

---

[2] For the purposes of the Supported Employment program, "competitive employment" is defined as a job paying the prevailing wages for an occupation (minimum wage or higher) in an integrated work setting.

[3] Section 10 (1) of the **Ontario Human Rights** *Code* defines "disability" as follows:
- any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device;
- a condition of mental impairment or a developmental disability;

- A resident of Ontario;
- Eligible to work in Canada; and,
- Unemployed or currently in non-competitive (i.e., employment that pays below the minimum wage) employment and currently not in school full-time.

"Full-time" school is based on the definition supplied by the institution in which they are enrolled. Individuals in the final year of their secondary or postsecondary studies (full or part-time) and who require post-graduation supports in transitioning to the labour market are also eligible for the program.

Exceptions:
- Service providers have the flexibility to serve up to 25 per cent of individuals who do not meet the unemployed criterion (e.g., employed individuals who are at risk of losing their job and/or experiencing difficulty performing the essential duties of their job unless they are able to access disability-related work supports).

The *Education Act* requires young people under 18 to be in school unless legally excused. During the school year, to be eligible for the program, service providers must ensure that participants who are under 18 years of age have been excused from attending school. This means that the participant either has graduated or is participating in a Supervised Alternative Learning program (see s.21 of the Education Act and Supervised Alternative Learning: Policy and Implementation, 2010).

Individual Suitability
While the program is open to all eligible people with disabilities, the intention is to help those who are experiencing significant employment barriers.

Suitability indicators are intended to support service providers in prioritizing services to individuals most in need. Indicators take into consideration the need for intensive supports and a mix of labour market barriers (e.g., some combination of poor or lack of labour market experience, low levels of education or literacy or challenging family/household circumstances such as poverty).

While the ministry has established service quality standards related to individual suitability for service providers, they are measured as an aggregate (i.e., based on the average suitability of all individuals admitted into the program). This provides flexibility to service providers in selecting whom they serve, as not every individual is required to meet the suitability standard (see Section 4.1.1. for additional details).

- a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language;
- a mental disorder; or,
- an injury or disability for which benefits were claimed or received under the insurance plan established under the *Workplace Safety and Insurance Act, 1997.*

Supported Employment

2.5.2 Employer

Eligibility

Employers seeking to hire supported employment participants or take part in short-term job trials and job shadowing must:

- Be licensed to operate in Ontario;
- Comply with all applicable federal and provincial legislation, including *Occupational Health and Safety Act,* the *Employment Standards Act* and the *Accessibility for Ontarians with Disabilities Act,* and any other relevant standards*.*
- Maintain appropriate Workplace Safety and Insurance Board (WSIB) or private workplace safety insurance coverage;
- Have adequate third party general liability insurance, as advised by an insurance broker: and,
- Provide the job or work experience in Ontario.

Employer Suitability

Where possible, service providers should consider the following factors when matching individuals with employers:

- Full or part-time job that aligns with the participant's employment goals and capabilities;
- Opportunities for on-the-job training;
- Employer can contribute to costs of job-specific training and is able and willing to provide the necessary accommodations for the participant to succeed in the workplace;
- Job has potential for longer-term sustainability; and,
- Employer's previous use of job matching and/or placement services (e.g., resulted in positive employment outcomes for participants).

2.6 Program Components

Supported Employment comprises of six program components:

1. Client Service Planning and Coordination
2. Employability Skills
3. Job Search
4. Job Matching and Development
5. Job Coaching
6. Job Retention

> **Supported Employment provides a highly specialized set of services that can be customized to the needs of individuals and employers. Given the unique needs of individual participants,** service components are not expected to be delivered in the sequence listed above. **They may overlap with each other, based on individual need and circumstance. The degree of support and/or intensity of each service will vary by individual participants. Not all participants will need each component or all the activities within a given component.**

Supported Employment

2.6.1 Client Service Planning and Coordination

Client Service Planning and Coordination (CSPC) is the initial point of contact for individuals seeking employment services. Service providers explore the individual's career, employment and training goals, and direct them to the most appropriate services, including to French-language services for French-speaking individuals in designated areas who wish to exercise the right to be served in French. CSPC is the primary link to other Employment Ontario programs and services outside of Employment Ontario.

CSPC services and activities are also embedded throughout an individual's participation in other aspects of the program.

CSPC involves:
a) intake and referral;
b) individual assessment;
c) supported employment action plan;
d) case management; and,
e) service coordination.

a) Intake and Referral

The service provider determines an individual's eligibility and suitability for Supported Employment, and their general employment and service needs. Based on this initial determination:

- If the individual is eligible for the program, the service provider conducts an individual assessment to determine program suitability.
- If the individual is eligible but not suitable, ineligible, or does not want to participate, the service provider is expected to work with the individual to help identify and refer them to other programs and services that match their needs and preferences. This may include:
    - Employment Ontario resources/ programs such as: Pre-apprenticeship, Youth Job Connection, Employment Service (ES) and Literacy and Basic Skills;
    - Community, social or health services such as: Ontario Disability Support Program – Income Support, Ontario Works and community health care or housing services.
- If the individual's goal is self-employment, service providers must refer them to available self-employment service providers in their community (e.g., Small Business Enterprise Centres, municipal business advisory services and community college business centres).

When the service provider refers an individual to another service, the service provider must:
- Provide individuals with information about programs and services outside of the Supported Employment program or Employment Ontario that are available in their community;
- Make relevant and timely referrals to other programs and services; and,

Supported Employment

- Have internal systems and processes to follow up on the result of the referral (e.g., checking on whether the individual made use of the referral).

When the service provider receives a referral from another service provider, they must:
- Where appropriate and with the consent of the individual, maintain communication with the referring organization regarding the status of the referral; and,
- If referred by another Employment Ontario service provider, review any case-related information on the individual that has been input into Employment Ontario Information System - Case Management System (EOIS-CaMS).

b) Individual Assessment

The service provider must conduct an individual assessment to determine program suitability and to work with the individual to identify their employment goals and service needs. The individual must provide written consent to an assessment and must be provided a clear understanding of the assessment process (e.g., consideration of their education, employment history, qualifications and skills).

Individual assessment must:
- determine suitability for the program by gathering information from the individual on their background and situation;
- determine whether it is appropriate to refer the individual to other types of support or assistance before beginning Supported Employment (e.g., treatment for addictions, housing support, etc.);
- involve working with the individual to identify their individual strengths and resources and determine or clarify career and employment goals and the supports needed to achieve those goals;
- when appropriate, include arrangements for specialized diagnostic assessments. (see Section 3.1.6); and,
- help identify other factors in the individual's situation that may affect their ability to succeed in employment (e.g., health system supports, need for child care and family or transportation issues) and which may require service coordination.

Following the individual assessment, the service provider and the individual will start to develop the supported employment action plan, if the individual is assessed as suitable and wishes to proceed.

c) Supported Employment Action Plan

The service provider and the program participant will work together to develop a mutually agreed upon supported employment action plan. The action plan supports a participant's activities, services and supports, based on their employment and employability needs and goals. Individuals may **voluntarily** disclose on the Employment Ontario Participant Registration form additional information with respect to the nature of their disability to assist their service provider in customizing employment services and delivery to address their personal needs.

The supported employment action plan must:

Supported Employment

- identify the participant's strengths and skills;
- set out clear milestones for the participant to achieve in defined timeframes;
- build on expressed interests and needs identified by the participant to achieve employment goals;
- identify Supported Employment services required to reach employment goals;
- provide details on other services being coordinated by the service provider to support the participant, if permitted by the participant (e.g., Ontario Disability Support Program – Income Support, health or social services);
- identify a participant's barriers to employment, including those resulting from their disability, as well as steps to address those barriers (e.g., assistive technology, personal assistance services or on-the-job supports); and,
- be developed and completed using oral and written communication formats that are accessible to the participant (e.g., the use of a sign language interpreter for deaf participants to ensure they actively participate in the development of their plan).

With the consent of the participant, service providers are encouraged to work with, and build upon, service plans the participant may have previously developed through other employment programs (e.g., the Ontario Works Employment Assistance or Ontario Disability Supports Program Employment Supports programs).

In general, the initial supported employment action plan should be developed and approved by the participant and service provider **within 60 calendar days** (two months) after the individual is determined eligible for the program.

It is expected that the goals and objectives of the supported employment action plan will continue to evolve as the participant proceeds through services and activities, is hired by an employer and is on the job. The action plan must be reviewed and updated by the service provider as steps are accomplished.

d) Case Management

The service provider manages the participant's overall case and provides employment counselling and general support on a one-to-one basis, including:
- guiding participants as they progress through their employment preparation and plan, with a focus on sequencing of activities and referrals for employment readiness;
  - It may be necessary to meet with some participants more frequently initially on a structured timeline to ensure success with meeting set goals.
- monitoring and documenting a participant's information and employment activities,
- reviewing and updating the supported employment action plan as required (at a minimum, every three months);
- ensuring that participants understand the potential impacts of not following through with planned activities or commitments (e.g., absence at work or at a supported employment training activity);
- helping participants identify further needs and access other sources of support for income, child care, transportation, counselling, health care, legal services and/or assistance with other life circumstances that have an effect on readiness for

Supported Employment

employment;

- in partnership with employers, helping participants overcome challenges as they arise by focusing and building on their strengths and capabilities, including setting appropriate expectations for success.

The service provider must meet regularly with participants and when requested or deemed necessary, with participating employers throughout the program. Reasonable arrangements should be made for participants who need assistance or support after regular business hours.

e) Service Coordination

While the primary focus of CSPC is on employment issues, some individuals with complex barriers to employment as a result of a disability may need to plan and coordinate employment services with other community supports to address a broad range of life stabilization issues (e.g., health, housing, legal, income support and child care services).

The supported employment action plan should form part of a holistic approach to service and must include, where appropriate and with written consent from the participant, a plan for service coordination with other external supports or services that may assist the participant in achieving a positive employment outcome. This may include establishing connections with local health, community and social services and employment service providers to develop an inter-organizational team-based approach to support and care for participants with complex support needs.

In such circumstances, the service provider must have internal systems and processes in place to document incoming/outgoing referrals.

f) Coordination of Income Support

Concern about loss of disability benefits (real or perceived), such as Ontario Disability Support Program (ODSP) income support, Canada Pension Plan, disability benefits and Employment Insurance sickness benefits, as a result of employment is a potential disincentive to pursuing employment for people with a disability. If a participant is receiving financial assistance from the Ontario Disability Support Program income support or Ontario Works financial assistance, the service provider must advise the participant to contact their social assistance case worker with respect to the process for reporting employment earnings and to inform the participant and service provider of the impact, if any, of employment earnings on their income support or financial assistance and benefits.

The service provider should also encourage the participant to follow up with their social assistance case-worker if their employment has ended, to ensure their income support or financial assistance and benefits are adjusted accordingly and take into account the participant's particular circumstances.

The service provider may, if permitted to with written consent from the participant,

coordinate with the participant's social assistance case worker directly with respect to the impacts of employment on their income support or financial assistance and benefits.

2.6.2 Employability Skills

Employability skills are short-term interventions (i.e., workshops or other activities) designed to help participants in making the transition to work, maintain work or develop career advancement skills. A key focus is on teaching soft skills while learning about the participant's skills, abilities, career goals and their support needs.

Service Providers' Responsibilities
While not every participant will require all aspects of this component, service providers must have the capacity to offer workshops or other activities that address each of the following six employability skills service areas:
 1. Fundamental job readiness skills workshops or activities
 2. Career development/career exploration workshops or activities
 3. Personal management (life) skills workshops or activities
 4. Job attainment skills workshops or activities
 5. Employment-related skills workshops or activities
 6. Job maintenance and career advancement skills workshops or activities
(See Appendix 1 for examples under each area.)

> **Service providers have the flexibility to determine the content of each of the six skills service areas, and how to deliver them. Service providers can organize, schedule, and sequence the workshops to meet participant's needs in a way that is suitable for their organization. Employability skills activities may also take place in alternate settings, such as an occupation-specific workplace or a community centre.**

Service providers may also incorporate job trials, job shadowing or short-term voluntary work experiences into employability skills activities. Short-term work experiences can be helpful to test a participant's job readiness, help validate their work interests and skills and identify any workplace accommodation or training needs.

Job Trials
Service providers may offer job trials (short-duration work exposure opportunities) for participants to test out potential jobs and for employers to evaluate the potential employee with little risk for either party. Job trials can be an important aspect of employability skills activity, as they can provide experiential learning opportunities that reflect the realities of the work a participant has expressed interest in. This feedback can be incorporated into the supported employment action plan and inform future program activities.

Given the different applications for job trials, and considering the range of participant

occupational and career interests and learning needs, job trials are expected to vary in duration. Job trials must be paid.

Other short-term work-related experiential opportunities, including: job shadowing, information interviews or group networking sessions with professionals in a particular field or industry may also be arranged. These brief opportunities are intended for those who are still exploring career or educational options or are less certain about the type of job, career, or sector they wish to pursue. In some cases, the employer may hire the participant involved in a job trial. Service providers may incorporate job trials, job shadowing or short-term voluntary work experiences into employability skills, job search, or job matching and development activities.

Employability Skills Duration
Participation in employability skills activities is not mandatory and, in keeping with the principles of the Supported Employment program, a participant's job search should not be delayed by extensive employability skills activities. While there are no limits in the duration of employability skills, it is recommended that participants should generally not spend more than three consecutive months in this component before commencing employment activities, to allow them to quickly move forward in their job search.

Participation in employability skills training or Employment Ontario training external to the Supported Employment program, such as literacy and basic skills may also occur concurrently while on the job.

2.6.3. Job Search

These activities support a participant with conducting an effective employment search and may involve applying skills acquired through employability skills activities.

Service providers must be able to offer participants assistance, where appropriate, with the following job search activities:
- coaching and support during the job search process;
- providing a realistic and accurate assessment of their qualifications compared to job requirements and opportunities in the labour market;
- training and access to job search tools, including online job search sites, and job search strategies;
- job application support including completion of resumes and cover letters, completing application forms, and job interview skills;
- providing both formal and informal job search methods, such as word of mouth and informal contacts and direct employer contact on behalf of a participant at the time the participant is seeking employment;
- accompanying participants to job interviews when needed or arranging alternative job interview formats to accommodate the participant;
- informed advice to assist participants with decisions on personal disclosure of a disability to an employer that may result in an employer not hiring the participant or affect participation in the workplace.

2.6.4. Job Matching and Development

Job matching and development involves working with employers to determine their workforce needs and to identify program participants with the skills or work interests to address their staffing needs. In some instances, this may involve working with the employer to develop customized employment opportunities using a 'job carving' approach.[4]

The Supported Employment program is not a time limited job placement model – a participant can be matched into a range of 'regular' jobs, which may include full and part-time hours, contract or seasonal based employment. Employment opportunities should be competitive and equitable within an integrated work setting.

Job Matching and Development for Employers
Service providers are expected to have an understanding of local labour markets and trends and local employers/sectors to effectively develop employment opportunities for participants. Service providers are expected to conduct outreach with employers, including, but not limited to:
- advocating the business value of hiring people with disabilities, for instance through local marketing campaigns, that help dispel myths or misunderstandings about employing individuals with disabilities; and,
- creating awareness of the range of services available to employers through the Supported Employment program when hiring an individual with a disability (e.g., job coaching, training on assistive technologies or other accommodations and long-term job retention supports provided by the service provider).

Service providers must also be capable of assisting employers, if requested, in screening and identifying participants who may be a suitable match based on their relevant skills, education and interests for any available employment opportunities.

Job Matching and Development for Participants
Service providers must identify and take into consideration the skills and occupational interests of the participant when identifying potential employment opportunities. This includes:
- providing guidance and support with respect to general workplace and employer-specific expectations and employer contracts; and,
- facilitating interviews and informational meetings between the participant and employer to secure successful job matches.

If a participant exits from employment (at their personal request or as a result of a

---

[4] Job carving' involves creating or modifying a job to fit the individual's capabilities and the needs of the employer. It involves the negotiation of a job description that is based on the tasks of a single job within a workplace. The carved job will contain one or more, but not all, of the tasks from the original job description.

Supported Employment

termination), the participant may access additional job matching and development services to find another employment opportunity or other appropriate services.

Skills enhancement or job-related training linked to the employment opportunity
If a participant does not have all the skills necessary for the employment opportunity, funding is available through employer financial supports (see Section 3.1.6. a) for short-term, job-related training. The training must be directly linked to the job and the skills the employer identifies as necessary for the participant to complete occupational duties.

The skills enhancement or job-related training should support, where possible, the development of transferable skills that can be used in other jobs, for example: Smart Serve, Food Handler certification, CPR, technology training in social media or mainstream productivity software.

Training can be taken prior to the participant starting the job and as long as the participant remains in service.

2.6.5. Job Coaching

Job coaching support is available to participants and employers to prepare for the employment start-date. Once the participant has started work, job coaching also involves regular monitoring of progress and ongoing support to ensure that agreed upon employment commitments are being met by both the employer and the participant.

Job Coaching for Employers
For employers, the service provider must be able to directly offer or arrange for the following services based on individual and employer need:
- Staff training and education in the following areas:
    - Use of assistive or adaptive technologies and other accommodations;
    - How to establish peer mentoring supports for the participant;
    - How to develop a supportive and inclusive work environment for the participant and, more generally, for people with disabilities;
    - Understanding of various disability types, learning and teaching styles;
    - Effective supervision strategies;
    - Disability-based sensitivity training.
- Identification and coordination of skills enhancement and job-related training for the participant, based on the skills needs of the occupation;
- Assistance with evaluating and monitoring the participant's job performance and progress; and,
- Acting as a liaison with the participant and working with both sides to identify and resolve difficulties where necessary.

Job Coaching for Participants
For participants, the service provider must be able to offer the following services, as

Supported Employment

needed:

- Guidance and direction on the employer's expectations and workplace standards;
- One-on-one, on-site training and support, including orientation to workplace health and safety as required;
- General orientation to the workplace and assistance in understanding the culture of each individual workplace, (e.g., lunchroom etiquette, the social environment and activities, etc.);
- Identifying, anticipating and resolving issues as they arise during employment;
- Working with the participant and the employer to identify and make use of internal/external training and career development opportunities that align with the objectives and goals of their supported employment action plan;
- Helping build the participant's work capacity, support better access to workplace benefits, achieving higher employment income, increased social interaction with co-workers and improved integration within the work setting; and,
- Supporting on-the-job activities through monitoring activities such as site visits.

2.6.6. Job Retention

Job retention offers supports for participants and employers who no longer require the intensive level of job coaching provided by the service provider, but are not fully independent in the job. Job retention support is less frequent than initial job coaching support and flexible, in recognition of the episodic nature of some disabilities.

The transition from more intensive job coaching to job retention occurs when the participant is progressing and performing well on the job and ready for less intensive support.

Job retention support must reflect the specific needs and preferences of the participant and be designed in partnership with the employer. Where appropriate and agreed upon by the participant, job retention support may include a partnership with co-workers (e.g., if providing mentorship or peer support) and/or informal support networks (e.g., family support), as well as education, health and social support services.

Service providers must be able to offer the following job retention services, as needed:

- Periodic discussions with the participant and/or employer to determine job satisfaction and identify and help address any performance or other workplace issues (e.g., absenteeism, behavioural issues, ability to complete assigned tasks, work schedule, integration into the workplace culture);
- Crisis response for participants (e.g., assist a participant who is at risk of losing their job and who would be able to maintain employment with access to supports);
- Crisis response for employers (e.g., assist an employer in developing a plan in response to a situation where a participant is experiencing physical, mental, or emotional distress related to an incident at work that requires manager response). The service provider is not required to provide any crisis support directly to the participant; and,
- Supporting any changes in work routines, including changes in the employee's

Supported Employment

supervisor, ongoing support with training, advancement and career development.

The transition to job retention support generally should not occur before the first 13 weeks of employment to ensure there is adequate time and support available for the participant to adjust to the job and the workplace. While there is no minimum or maximum duration for job retention services, service providers should phase them out over time and support a transition to natural supports as appropriate.[5]

Service providers must review a participant's job retention supports a minimum of once every 90 days and, where a participant is unable to retain employment, the service provider must work with the participant to identify more appropriate employment.

---

[5] 'Natural supports' includes supports not provided directly by the Supported Employment service provider to ensure long-term employment success.

3. PROGRAM DELIVERY

3.1. Roles and Responsibilities

3.1.1. Delivery Structures

Service providers selected to deliver the Supported Employment program may, based on the method of delivery proposed as part of the service provider selection process, offer services using the following delivery structures:

- **Sole Delivery:** an individual service provider delivers all Supported Employment services.
- **Consortium Delivery:** a group of two or more service providers have pooled their resources and are working together to deliver Supported Employment services.

3.1.2. Service providers

Service providers in sole delivery or consortium delivery arrangements must:
- Conduct community outreach, and make necessary linkages with disability-related family and advocacy organizations, health and social service disability service providers and other community groups to build awareness of the Supported Employment program;
- Have an understanding of local labour markets and conduct outreach with employers to identify workforce and skills needs;
- Recruit eligible individuals with disabilities and employers to participate in the program;
- Assess the needs of individuals and make funding and service decisions about participation, based on a clear and consistent decision-making model that aligns with Employment Ontario and Supported Employment program principles (*see Section 1.2.2. and 2.2 respectively*) and program suitability criteria (*see Section 4.1.1.*);
- Provide client service planning and coordination, including service planning, case management and referrals;
- Provide employability skills, job search, job matching and development, job coaching and job retention services based on the needs of individuals and employers;
- Manage program "flow-through" funds, which include financial supports for participants and employers;
- Track and report on participant and employer activities, financial information, participant support decisions, and employer information, using EOIS-CaMS or other systems;
- Conduct monitoring and follow-up with participants and employers;
- Collect and report on program data as requested by the Ministry.

In addition to the above, there must be a lead service provider identified in a consortium delivery structure that must also:

- Develop and/or manage clear and transparent business arrangements and practices with other service providers within the consortium. This includes developing:
  - o Clear delivery performance expectations for consortium service providers that align with expectations articulated in these guidelines and the Transfer Payment Agreement with the Ministry.
  - o Consistent and transparent methods for distributing operating and flow-through funds to other service providers within the consortium.
  - o Practices for the sharing of participant data between consortium service providers and the lead provider. Participant data sharing practices must comply with applicable privacy legislation.
  - o Clear participant pathways to minimize the number of service delivery sites an individual must visit to access services.
  - o Arrangements to ensure the continuity of Supported Employment services in the community in situations where a partner organization leaves the consortium.

Partnership Development

Service providers are strongly encouraged to develop partnerships with other community or social service agencies serving people with disabilities. Partnerships enable service providers to develop a team-based approach to serving participants and maximize existing local services through enhanced local service coordination. Service providers can discuss the varying levels and nature of the partnership with community agencies, in areas such as identifying eligible individuals, delivery of workshops, linkages with local employers, joint mentoring activities and the need for/delivery of wrap-around supports.

Contracting out Services

In recognition of the range of disabilities served through the program, service providers in sole or consortium delivery structures have the option of contracting out delivery of parts of the following program components:

a. Employability Skills
b. Job Search
c. Job Matching and Development
d. Job Coaching and
e. Job Retention

The service provider may only contract out parts of Supported Employment program components in circumstances where they may lack the expertise to provide these services **to a specific disability group**. For example, participant and employer-based training on the use of computer software and equipment to assist participants who are visually impaired; or, specialized job coaching, including design of job specific supports for a participant with severe Autism Spectrum Disorder.

The service provider cannot contract out case management services and must develop

secure methods for the contractor to provide participant service information back to the service provider. The sole or lead service provider remains accountable for all activities, outcomes and funding that form part of their Transfer Payment Agreement with the Ministry. The Ministry will monitor contracting out arrangements initiated by service providers as part of ongoing program administration.

3.1.3. Ministry

The Ministry establishes the program and service delivery requirements, and provides funding for the program.

The Ministry:
- sets program policy, designs the services and provides the program guidelines;
- selects the service providers and negotiates Transfer Payment Agreements;
- develops reporting requirements and tools;
- establishes service delivery and performance expectations;
- determines service levels and the funding model, and makes funding decisions;
- monitors and evaluates delivery performance against Transfer Payment Agreement commitments;
- monitors compliance with Transfer Payment Agreement and program guidelines; and,
- conducts program evaluations, and determines data collection requirements.

3.1.4. Funding

The Ministry provides funding under two categories:
1. Operating funds
2. Financial supports (i.e., "flow-through" funds)

3.1.5. Operating Funds

Service providers receive operating funds for the day-to-day operational costs for direct delivery of the Supported Employment program.

These costs include:
- Staff and management salaries, wages and benefits;
- Hiring and training of staff (including professional development);
- Marketing (signage, print/web ads, outreach, etc.);
- Facilities (rent);
- Facilities (mortgage payments, but only the interest portion of a mortgage payment is allowed as an operating cost);
- Accounting services and auditor's fees; and,
- Other direct operating expenditures related to program delivery.

Service providers can apply a maximum of 20 per cent of the operating budget to

administrative overhead costs. Administrative overhead costs are costs necessary for operating an organization, but not directly associated with the delivery of the Supported Employment program. For example, this can include a portion of the salaries and benefits of the executive director, information technology or financial staff who work for the entire organization, but spend a portion of their time dedicated to administrative functions that support the program.

Operating funds cannot be used for termination and severance costs, which must be borne by the employer.

Service providers will be allocated $5,600 per participant, multiplied by their total intake target, for operating costs. For example, a service provider with an intake target of 50 individuals will receive $280,000 in operating funds.

Additional Operating Funds for Consortium Delivery
Administration costs for consortium delivery are indirect expenditures necessary for the lead service provider to administer the consortium.

Service providers who take on the lead provider role within a consortium delivery will receive an additional ten (10) per cent in operating funds, based on the consortium's intake allocation. For example, a consortium with an intake target of 100 individuals would receive $560,000 in operating funds. In this scenario, the lead provider would receive an additional $56,000 in operating costs to administer the consortium.

Allowable costs include, for example and as applicable, the following:
- Coordination of data collection, financial management and reporting;
- Participant case management;
- A portion of the salaries/benefits of the Executive Director, IT, and/or financial staff that work for the entire organization but may spend a portion of their time dedicated to administrative functions that support the consortium.

3.1.6. Financial Supports

Service providers receive "flow-through" funds to provide two types of financial supports:
a) Employer Financial Supports; and,
b) Participant Employment and Training Financial Supports.

Up to $7,000 is available in financial supports per participant service plan for each individual / employer participating in the Supported Employment program. This maximum amount can be used for a combination of supports for the employer and employment and training supports for the participant.

Only participants and employers approved to participate in the Supported Employment program can access these funds. Service providers must obtain documentation and verification from participants that any financial supports provided directly to participants were spent as intended.

Supported Employment

Service providers will be allocated $3,000 multiplied by their total intake target, in flow-through funds. For example, a service provider with an intake target of 50 individuals will receive $150,000 in flow-through funds. Although a maximum of $7,000 is available for each participant/employer participating in the program, it is not anticipated that every participant/employer will require the full amount.

Table 1: "Flow-through" Funds for Financial Supports for Employers and Participants

Per participant	Employer Financial Supports	Participant Employment and Training Financial Supports		
$7,000 (maximum)* =	Employer Supports +	Participant Supports +	Specialized Diagnostic Assessment +	Workplace Assistance

see exceptional circumstances below

a) Employer Financial Supports

Financial supports are available to employers to support initial hiring of people with disabilities, to offset costs of job-related skills enhancement training or "onboarding" requirements and expenses costs such as a temporary reduction in productivity and/or increased supervision over and above what the employer might normally offer for a new hire.

The incentive can be used to offset the cost of the participant's wages where it is identified that it will be required to meet the employment goals of the participant. Financial supports can also be used for workplace anti-stigma training and other employer training on best practices for supervision/management of people with disabilities.

Employer Financial Supports can be used during short-duration job trials, where deemed appropriate, and **during the first 26 weeks of employment.**

The need for and amount of employer financial supports will be negotiated between the service provider and employer based on the job skill level and complexity, as well as the length of the on-the-job training.

Incentive levels will vary because:
- not all employers will require financial supports for their new hire;
- not all employers requesting financial support will receive the maximum amount; and,
- job skill levels and complexity and length of training required may vary.

Documentation and verification of employer expenses must be submitted to the service

Supported Employment

provider.

Employer financial supports may be available to assist employers in meeting their obligations under the *Ontario Human Rights Code* and the *Accessibility for Ontarians with Disabilities Act.* Priority will be given to employers that would otherwise meet with undue hardship in meeting obligations under the Code or who seek to exceed requirements or required timelines for the Act requirements for employers of their size.

Combining with Financial Supports Available through other Programs
Employers may access Supported Employment program financial supports in combination with supports from other government programs, provided they do not overlap or duplicate one another. For example, employers can access funding for skills training involving a program participant that is provided through the Canada-Ontario Job Grant, as long as the employer is not requesting financial assistance for the same training for the same individual through the Supported Employment program.

Employers will be required to disclose to the service provider any related provincial government funds it has received to support the participant prior to approval of employer financial supports.

b) Participant Employment and Training Financial Supports
Flow-through funding can be used for any combination of the three categories of participant supports available to the individual:
1. Participant Financial Supports
2. Diagnostic Assessments
3. Workplace Assistance

1. Participant Financial Supports
Participant Financial Supports are designed to remove temporary financial barriers to participation in the program. Supports are available to participants participating in employability skills, job search and job matching and development activities, as well as the first 26 weeks of employment.

Supports to address temporary financial barriers may cover costs such as:
• transportation;
• work clothing or uniforms;
• safety shoes or work boots;
• tools and special equipment;
• emergency or infrequent child care;
• language skills assessment and academic credential assessment;
• translation of academic documents for internationally trained participants.

Participants should not receive participant supports if they are eligible to receive or receiving similar supports from another source. An example could be that a participant in the program is eligible to receive work-related benefits through the Ontario Disability

Support Program or Ontario Works. For participants receiving social assistance through the Ontario Disability Support Program income support or Ontario Works financial assistance, service providers should, with the participant's consent, notify the participant's social assistance case worker prior to providing any funding through the Supported Employment program to ensure there is no overlap or duplication of funding

2. Diagnostic Assessments

Service providers may determine the need for a specialized diagnostic assessment to obtain critical insights about a participant's employment capacities that cannot be obtained through other means. Diagnostic assessments could be used in cases where there is an indication of a physical, mental, social or learning condition that may affect a participant's participation in the labour market (e.g., some participants experiencing multiple employment barriers may have undiagnosed learning disabilities).

Diagnostic assessments may be funded through the Supported Employment program, once the service provider has determined the participant is eligible and suitable for the program. Diagnostic assessments are available to participants during the development of the supported employment action plan, participation in employability skills, job search and job matching and development activities, as well as the first 26 weeks of employment. Diagnostic assessments will only be funded through the program when the service is unavailable, or costs are otherwise not recoverable, through other education/health/social service systems.

Diagnostic assessments must be conducted by specialists (diagnosticians) who select and administer the appropriate tests and report the findings to the service provider and the participant. They can only be conducted with the express, written consent of the participant.

3. Workplace Assistance

Workplace assistance offers funding for outright purchasing or cost-sharing with the employer of supports that may include, but is not limited to:
- Assistive devices used to replace, compensate for, or improve the functional abilities of people with long-term physical disabilities and include items such as mobility and visual/hearing aids, orthotics/prosthetics, speech generating devices and respiratory devices.
  - o Funding will not be provided toward assistive devices and supplies required solely for activities of daily living or health maintenance (e.g., diabetic supplies, oxygen, etc.).
- Adaptive technology that involves modifying standard technical systems for use by people with disabilities. An example could include computers with access devices, adapted information systems and accessible communication networks.
  - o Participants may keep any equipment approved by the Ministry for purchase.
- Job-specific communication skills training to address disability-related needs (e.g., ASL, LSQ, Braille or remedial writing).
- On-the-job supports (e.g., sign language interpreter, reader and note taker services).

Before accessing Supported Employment funding for workplace assistance, participants, with support from the service provider as needed, must make efforts to seek out alternative sources of funding through other community services.

For example, the Ministry of Health and Long-Term Care Assistive Devices Program (ADP) helps Ontarians who have long-term physical disabilities by providing funding support for assistive devices customized to their individual needs. The service provider must work in partnership with the participant's primary care physician or other health services to arrange an assessment with a local health care professional registered with the ADP for an assistive device.

In considering funding for workplace assistance, the service provider must provide documentation of the rationale for the assistance. Service providers are expected to be aware of and consider in their funding decisions the employer's obligations to provide the necessary accommodations for the participant as required under the Ontario Human Rights Code, as well as an employer's obligations to accommodate people with a disability under the *Accessibility for Ontarians with Disabilities Act*.

Exceptional Circumstances
A service provider may, in exceptional circumstances, exceed the maximum $7,000 for financial supports. Service providers wishing to use the exception must first ensure that the required support is unavailable through other government programs and is not considered part of an employer's obligation to accommodate under the Ontario Human Rights Code and the *Accessibility for Ontarians with Disabilities Act* (see priority exception cited in Section 3.1.6.).

Service providers will be expected to fund exceptional circumstances through their flow-through funding allocation.

3.2.   Monitoring and Follow-Up

3.2.1. Monitoring

Regular and thorough employment monitoring contributes to the success of the program. Monitoring activities can provide valuable information which can support participant and employer success and improve service delivery.

Service providers are required to monitor participant's progress and activities throughout the program. Monitoring activities must include at least one on-site workplace visit prior to the start of employment and regular meetings with participants and employers (where agreed upon by the employer and participant) to check progress on the supported employment action plan and on workplace activities (e.g., job performance, peer mentorship supports and integration into the workplace).

3.2.2. Follow-up

The goal of follow-up is to gather information on service satisfaction and outcomes to support better understanding of how service providers and the broader program are performing and to continue gauging the service needs of both participants and employers.

The schedule for participant follow-up starts when the participant starts their job, or if a job is not obtained and when the participant has withdrawn from the program and is no longer receiving support.

Participant Satisfaction
Follow-up with all employers and participants to gauge their satisfaction with services occurs when the participant starts their job and twelve months into employment (if the participant is still employed) or following notification that the participant is no longer employed if less than twelve months.

If a job is not obtained and the participant exits the program, satisfaction is only measured at exit.

Employment Status
Follow-up with all participants to gather information on their employment status occurs at three, six, 12, 18 and 24 months following their job start date or if unsuccessful in obtaining employment, the date they exit the program. Participants remaining in job retention for over 24 months will continue to receive a follow-up contact every six months to determine their employment status.

Follow-ups may cease prior to the 24 month period if the participant's employment has ended and the participant has either returned to the Supported Employment program for help finding another job or has indicated they no longer wish to be contacted.

3.2.3. Participant Re-Engagement

Some participants who have exited the program may require employment services again, for instance, as a result of:
- job termination;
- support with changes in job duties and responsibilities;
- disability-related challenges (e.g., change in health condition); or
- changes to working conditions (e.g., new manager/supervisor).

Participants who have exited the program and had their service plan closed can be immediately re-instated back into the program.

4. PERFORMANCE MANAGEMENT

Performance management ensures that all government-funded activities are aligned with and contribute to meeting government priorities.

4.1. Performance Management Systems

Performance management systems help ensure transparency, accountability, and high quality customer service and outcomes. These systems help the Ministry evaluate service effectiveness, establish service benchmarks, and encourage service providers to improve service continuously.

The Ministry:
- defines the services, and sets baseline standards for service delivery and quality;
- develops the community service plan; and,
- ensures transparency and accountability for funding and agreements.

The service provider:
- delivers services, either in a sole delivery or consortium delivery structure, in compliance with the Transfer Payment Agreement, service guidelines, performance and accountability requirements, standards and the community service plan; and,
- manages resources and business systems.

The Ministry and the service provider share responsibility for other work, which includes:
- ongoing review and evaluation of program and service delivery, performance management framework and customer service expectations;
- seeking to continually raise the quality of service across the province so that all Ontarians have access to the highest quality services; and,
- identifying and sharing innovative practices in program and service design, delivery and performance management.

Components of the Supported Employment Performance Management System (PMS)
The Supported Employment PMS is comprised of:
- A performance measurement framework, including dimensions and measures of service quality success;
- A funding decision matrix; and,
- Continuous improvement in the Ministry's business planning cycle.

4.1.1. Performance Measurement Framework (PMF)

The PMF sets out what to measure, and how to measure performance in relation to program goals and objectives. The Supported Employment PMF includes:
- dimensions of service success, weighted to reflect their contribution to overall quality;

Supported Employment

- performance measures that demonstrate value;
- data indicators; and,
- an overall (provincial) service quality standard.

These PMF elements are described in the following sections.

Dimensions and Performance Measures of Service Quality Success
The Supported Employment PMF sets out three broad dimensions of service success:
1. Customer Service
2. Effectiveness
3. Efficiency

These three dimensions are weighted to indicate their value, and when combined they measure overall service quality. Core performance measures (and indicators) and their respective minimum standards are identified under each dimension.

1. Customer Service (40% weight)
The two core performance measures of customer service are customer satisfaction and service coordination:

Customer satisfaction (20% weight)
There is one customer satisfaction indicator for participants and employers which is measured when the participant starts their job or has voluntarily left the program.

As referenced in Section 3.2.2, follow-up with all employers and participants to gauge their satisfaction with services occurs when the participant starts their job and twelve months into employment (if the participant is still employed) or following notification that the participant is no longer employed if less than twelve months.

If a job is not obtained and the participant exits the program, satisfaction is only measured at exit.

Employers will be asked questions about their degree of satisfaction with the service provider's support in addressing their workforce needs.

Minimum provincial standard: for the Supported Employment program, customer satisfaction is measured separately for participants and employers and is measured twice for each group:
- Short-Term Customer Satisfaction – Participants (5% weight): 85% of respondents must respond with a satisfaction rating of 4 or 5 on the 1 – 5 point scale.
- Short-Term Customer Satisfaction – Employers (5% weight): 85% of respondents must respond with a satisfaction rating of 4 or 5 on the 1 – 5 point scale.
- Long-Term Customer Satisfaction – Participants (5% weight): 85% of respondents must respond with a satisfaction rating of 4 or 5 on the 1 – 5 point scale.

- Long-Term Customer Satisfaction – Employers (5% weight) 85% of respondents must respond with a satisfaction rating of 4 or 5 on the 1 – 5 point scale.

Service coordination (20% weight)
The four service coordination indicators recognize, as part of a participant's supported employment action plan development, that the service provider must provide them with help, where required, to access health, human, social and other community services either concurrently while participants are engaged in services or once they have left the program.

Where requested by the participant, a formalized referral (a planned, supported and coordinated arrangement) is made by the Supported Employment service provider on behalf of the participant to the other organization.

The indicator also recognizes the wide range of referral sources made to the service provider within the local community on behalf of a participant, including health and community services, secondary and post-secondary institutions and families.

Minimum provincial standard: 60% of all participants are referred into the program or referred during/out to other employment and training programs or services or community resources that support employability.

Table 2 Service Coordination Indicators

Service Coordination Indicator	Definition
1. Referred in from other organizations	The participant was referred through a recognized referral process to the Supported Employment service provider.
2. Referred during / referred out for registration in education or training program	The participant has confirmed that he/she is registered, as a result of a referral from the Supported Employment service provider, in a recognized secondary or post-secondary education or training program.
3. Referred during / referred out for registration in other employment programs or services	The participant has confirmed that he/she is registered or participating in other employment and training services as a result of a referral from the Supported Employment service provider.
4. Referred during / referred out for registration, or confirmed receiving services with other community resources that support employability	The participant confirmed that he/she is registered to receive or is receiving, as a result of a referral from the Supported Employment service provider, other types of supports, including child care, health/counselling services, Ontario Works, Ontario Disability Support Program, immigrant services, housing services, etc.

Supported Employment

2. Effectiveness (55% weight)

The effectiveness dimension captures the effect of the services on participants (service impact) and who is being served in the program (participant suitability).

a) **Service impact (35% weight)** measures the effect or outcome of the service provided. This measure indicates the degree to which participants have achieved the intended program outcomes, and the difference in their status compared to when they started the program.

There is one service impact indicator of Employed/on a Career Path measured when the participant starts work, or when they have voluntarily left the program. Subsequent measurements occur at three, six, 12, 18 and 24-months intervals.

Minimum provincial standard: service impact is measured twice for the purposes of meeting the service quality standard:

- **Short-term Employment Outcome (25% weight):** 50% of participants must achieve a desired employment outcome, measured at three months after transitioning to employment.
- **Long-term Employment Outcome (10% weight)**: 40% of participants must achieve a desired employment outcome, measured at 12 months after transitioning to employment.

b) **Participant suitability (20% weight)** measures identified participant barriers to employment.

There is flexibility with respect to the number of indicators an individual must possess to access the program (i.e., not all individuals are required to meet the standard). Rather, the standard is aggregate (i.e., based on the suitability for all individuals served by the service provider).

Ten suitability indicators are measured at the start of the program to identify the barriers to employment that a participant had when he/she first accesses the program (see Table 3: Participant Suitability Indicators below).

Minimum provincial standard: The service provider's caseload must on average indicate that participants being served possess at least 4.05 out of nine (45%) of the suitability indicators.

For example: 10 individuals accessing the program have an aggregated total of 42 suitability indicators. 42 indicators / 10 individuals = an average of 4.2 indicators per individual, or 46.7% of the suitability indicators. In this example, the service provider would exceed the service quality standard.

Supported Employment

Table 3: Participant Suitability Indicators

A. Participant service needs match intense level of service offered through the program
B. Labour Market Barriers
C. Challenging family/household circumstances

Suitability Indicator	Definition
A.	
1. One-on-one on-site training and support	The individual indicates, or the service provider identifies that one-on-one employment support and/or on-site workplace training and support is needed.
2. Long-term monitoring and support	The individual indicates, or the service provider identifies the anticipated need for ongoing (over three months) follow-up monitoring and support is needed for the participant to succeed in most job opportunities.
3. Worksite accommodations	The individual is expected to require support from the service provider with workplace accommodations for a successful employment outcome. Accommodations may be in the form of: • assistive devices used to replace, compensate for, or improve the functional abilities of people with long-term physical disabilities; • adaptive technology that involves modifying standard technical systems for use by people with disabilities; • job-specific communication skills training to address disability-related needs (e.g., ASL, LSQ, Braille or remedial writing); • modified work hours; • on-the-job supports (e.g., sign language interpreter, reader and note taker services).
4. Motivation	The individual is personally committed to obtaining long-term employment and is prepared to participate in the Supported Employment program.

Supported Employment

Suitability Indicator	Definition
B.	
5. Education level attained	The individual's highest level of education is grade 12 or lower or has an unrecognized international post secondary credential.
6. Essential Skills, including literacy	The individual indicates or the service provider has identified that the individual has a low level of proficiency in one or more of the nine essential skills which include: • Reading - reading different types of material such as notes, letters, memos, manuals, specifications, books, reports and journals. • Writing - doing tasks such as filling in forms, writing text and using computers to write. • Document Use - reading tables, graphs, lists, blueprints, drawings, signs, labels. • Numeracy - using numbers to perform calculating and estimating tasks such as handling cash, budgeting, and measuring and analyzing. • Computer Use - working with computers, from entering information, to knowing a software package, to managing a network, to analyzing and designing systems. • Thinking - knowing how to problem solve, make decisions, plan and organize tasks, find information and make good use of memory. • Oral Communication - using verbal skills to exchange ideas and information with others. • Working with others - doing tasks with partners or in a team. • Continuous Learning - the requirement of workers to participate in an ongoing process of acquiring skills and knowledge.
7. History of Interrupted Education as a Result of a Disability	History of interrupted secondary or post-secondary education due to disability influenced absences. These absences may have resulted in the participant not graduating from a secondary or post-secondary institution.

Suitability Indicator	Definition
8. Work Experience	The individual has: • No work experience; • Not worked in the last six months; • A job history that has been interrupted more than once due to disability-influenced extended absences that have resulted in loss of employment (the individual has quit, been fired or laid off); or, • Has no work experience within last year corresponding to their educational training or specialization
C.	
9. Family/Household Circumstances	The individual is in any of the following circumstances: • Lives in a low income household. • On social assistance (ODSP income support and/or Ontario Works financial assistance). • Lacks family/parental support (financial or emotional). • Acts as primary caregiver or lone head of household (e.g., lone parent, caregiver of dependents); or • Lives alone with no or low income.

3. Efficiency (5% weight)

The efficiency dimension is a funded activity measure, relating to the service provider's ability to meet contracted service levels. It recognizes the organization's activity to provide the services to participants.

Intake/Activity (5% weight) indicator compiles the number of participants registered in the program within the fiscal year, and calculates it as a percentage of the service level required in the Transfer Payment Agreement. Organizations will not receive additional recognition for exceeding 100% of funded activity levels.

Minimum provincial standard: Service providers must achieve 90% of the service level set out in the Supported Employment Transfer Payment Agreement.

Overall Provincial Service Quality Standard (SQS)

The Ministry sets the provincial baseline for each core measure and weights its impact on overall service quality (see Appendix 2). Service provider performance is measured

against this baseline and the requirements set out in the Supported Employment Transfer Payment Agreement. Funding is secure as long as overall results meet the provincial SQS, and the service provider is in compliance with the Transfer Payment Agreement. Service providers must commit to improving performance on any core measure if they have fallen below the provincial SQS.

The service provider must commit to meeting (or exceeding) the provincial service quality standards and improving on the organization's results. These performance commitments must be listed in the service provider's annual business plan.

Over time, the performance measures or the baseline standards can be adjusted to reflect changes in the system-wide performance. As part of the annual business planning cycle, the Ministry will confirm the measures and baseline standards for performance.

4.1.2. Funding Decision Matrix

Service providers must submit annual business plans that propose performance commitments for the following year. Details of the business planning process and requirements are communicated annually to service providers.

The Ministry uses the Funding Decision Matrix (detailed below) to make decisions about continued funding, agreement renewals, performance incentives and other awards and recognition for service providers. Four main criteria affect Ministry decisions: compliance with the agreement and service guidelines, achieving the Provincial Service Quality Standard (see Performance Measurement Framework section), evidence of organizational capacity (see Organizational Capacity Indicators and Definitions table) and achievement of improvement targets.

This transparent matrix clarifies what is required to be considered for ongoing funding. It also shows when directed improvement requirements or notice of agreement terminations will be implemented.

Table 4: Funding Decision Matrix

	Compliance with MAESD agreement	Provincial Service Quality Standard Achieved	Evidence of Organizational Capacity	Reached Improvement Targets	MAESD Response
1	✓	✓	✓	✓	*Success – Funding approval, Performance Incentive and/or Award Potential* • Service provider is in compliance with agreement and program guidelines and has achieved or surpassed Overall Service Quality Standard for service delivery • OC review demonstrates ability for sustained and/or improved results • Service provider has attained improvement targets identified in last agreement
2	✗	✓	✗	✗	*Official Review – Funding Approval with Immediate Compliance Directive* • Service provider is NOT in compliance with agreement despite achieving or surpassing Overall Service Quality Standard for service delivery and must submit an action plan for achieving compliance • OC review demonstrates little ability for sustained or improved results • Service provider did not meet improvement targets from last agreement.
3	✗	✗	✓	✗	*Directed Improvement - Funding Approval with Compliance and In Year Improvements to Overall Service Quality Standard* • Service provider is NOT in compliance with agreement/guidelines and must submit an action plan for achieving compliance • Service provider has not achieved Overall Service Quality Standard for service delivery nor improvement targets from last agreement • OC review demonstrates there is capacity and potential for immediate improvement
4	✗	✗	✗	✗	*Termination – Notice of agreement termination, procedures to support client service transfer* • Service provider did not achieve in year service improvements to standard and does not demonstrate necessary OC to support improvement • Service provider is persistently in non compliance with agreement/guidelines NB: A serious breach of agreement such as (i.e. fraudulent activity) is considered sufficient grounds for immediate termination.

Supported Employment

Table 5: Organizational Capacity Indicators and Definitions

Dimension	Organizational Capacity Indicators	Definition
Planning The service provider can develop, implement, monitor, and modify action plans to achieve stated goals, and to meet the requirements under its Transfer Payment Agreement with the Ministry.	Demonstrated use of data	The service provider has evidence that data, including local labour market information, is analyzed and evaluated to make both short and long-term program/service changes that reflect local labour market and community needs.
Resourcing The service provider can allocate and develop resources to achieve stated goals, and to meet the requirements under its Transfer Payment Agreement with the Ministry.	Administrative Processes	The service provider has administrative systems in place (Admin, Finance, Human Resources, Information Technology) that support the organization's business commitments to customer service, quality and operational performance.
	Financial Performance Results	The service provider can demonstrate it has financial controls and processes in place to track and manage the efficient use of budget allocations in providing service throughout the fiscal year (period of time for which the budget is allocated). Reporting is accurate and timely.
Communicating The service provider can interact with its staff, the Ministry and with the community in terms of issues, policies and programs that affect participants and communities.	Community coordination	The service provider can demonstrate that it seeks out and coordinates services with other agencies/organizations in the community including school boards, Ontario Works, Service Canada, employer associations and other service providers. The organization participates in local community planning processes.
	Governance	The service provider has • evidence of Annual General Meetings (AGMs) taking place and that the community is invited to take

Dimension	Organizational Capacity Indicators	Definition
		part, or • evidence of a governance structure that has processes/policies to ensure accountability to funders, individual users, community and its own staff, and, • a mission or mandate consistent with Employment Ontario goals and objectives
Measuring The service provider can evaluate its success against its business plan, the Ministry's program agreement, guidelines, service quality standards, documentation standards, and policies and procedures.	Customer Satisfaction and Results Management	The service provider has a customer service charter that commits to a standard of customer service, including a process for customer feedback and timely agency response. The organization has systems and processes to track performance against agreement commitments and standards.
	Service Delivery	The service provider's mandate/objectives are aligned with the services provided.

4.1.3. Continuous Improvement in the Ministry's Business Planning Cycle

Working within an annual business management cycle, the service provider and the Ministry address the employment needs of the community, and ensure continuous improvement of the program.

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

The steps below describe the program annual business management cycle. The performance management framework is based on results and continuous improvement.

Supported Employment

Step 1:
Understand Results (November)

Actions to be taken:

- Review your results against provincial standards and contracted goals for the year (based on Schedule commitments)
- Understand context of standards:
    - Targets are initially set to establish baseline data
    - Standards are developed based on actual data
    - Not based on a theoretical structure of what should be
    - Not stretch targets.

Step 2:
Understand Cause (November to January)

Actions to be taken:

- Consider the cause of your results
- Identify what you have done to achieve those results
- Identify external impacts that affected your operation both positively and negatively
- Identify outcomes that are higher than provincial standard
- Assess strengths, gaps and variances to decide what is to be continued and reinforced and what is to be changed.

Step 3:
Develop Improvement Plans (November to January)

Actions to be taken:

- Review the factors that impact your operation and generated the results you have achieved
- Identify the areas for improvement
- Incorporate action plan to realize improvement as part of your overall Business Plan
- Develop Business Plan following the guidelines in the Business Plan package sent out in November.

Step 4:
Review and Adjust

Actions to be taken:

- Provide quarterly reports on the achievements you have accomplished
- Outline the adjustments you decide to make in order to more effectively achieve the commitments in your Business Plan.

TIMELINE
November:

- The MAESD confirms provincial standards based on actual results
- Business plans go out

November to January:

- Service providers identify strengths, gaps and variances; identify areas for improvement (Steps 1-3 above)

January:

- Service providers submit business plans to MAESD

April:

- The MAESD approves annual targets and confirms funding

Quarterly or as required:

- Service providers report achievement and plan adjustments (Step 4 above),

5. ADMINISTRATION

5.1. Program Facilities

5.1.1. Accessibility for People with Disabilities

The service provider must have the ability to deliver the service in a facility that is readily accessible to people with disabilities.

5.1.2. Facility Co-Location

The Ministry recognizes the importance of co-location arrangements with community stakeholders such as other Employment Ontario service providers, other ministries (such as the Ministry of Community and Social Services and the Ministry of Children and Youth Services) and other community services. These arrangements can be established to enhance good customer service, community access, and cost efficiency.

Where the Supported Employment program is co-located with other programs and services, administrative funds must be used to cover only costs directly related to the delivery of the Supported Employment program.

If relocation or revision of facility arrangements is required, the service provider must have prior written approval from the Ministry before agreements or financial commitments are made.

5.2. French Language Services

The *Ontario French Language Services (FLS) Act* requires access to services in French at identified service provider locations in designated areas.

Access to services must follow the principle of an **active offer:**
* An active offer refers to the set of measures taken by government agencies to ensure that French-language services are clearly visible, readily available, easily accessible and publicized, and that the quality of these services is equivalent to that of services offered in English. This includes such measures as all communications (i.e. signs, notices, social media and other information on services) as well as the initiation of communication with French-speaking individuals.

Select Supported Employment service providers will be contracted to provide services in French. Identified service providers in designated areas must offer the following in French:

1. Services to participants
   * Client Service Planning and Coordination (CSPC), case management, employability skills training, job search, job matching and development, job coaching and job retention; and,
   * Complaint resolution process.

2. Outreach
   - Marketing materials (brochures);
   - Service provider's website; and,
   - Outreach strategies developed and conducted.

3. Verbal Communications
   - Telephone, including voice messages and interactive response systems;
   - Reception services; and,
   - In person, such as interviews, visits, meetings, workshops or information sessions and consultations.

4. Written Communications
   - Correspondence such as letters and faxes; and,
   - Email, interactive databases and Internet.

5. Signage and Public Notices
   - Interior and Exterior.

6. Forms and Documents
   - Stationery;
   - All forms used for identification, certification or application such as licenses, and certificates; and,
   - Any document intended for public use.

Additional information on the *FLS Act* is available on the <u>Ontario French Language Services Act website</u>.

5.3. Acknowledgement of Ontario Government Support

All products, events, services, or programming resulting from Supported Employment funding must be publicly available, free of charge, and acknowledge the financial support of the Ministry.

Official hard copy or digital master artwork must be used when reproducing the Employment Ontario logo, and cannot be altered in any way.

Detailed Visual Identity and Communication Guidelines for Employment Ontario Services are available on the Employment Ontario Partners' Gateway website.

5.4. Access to Information and Protection of Privacy

In order to deliver and report on the Supported Employment program, service providers must protect the personal information they collect, use and disclose. Privacy-related obligations are articulated in the Transfer Payment Agreement. Service providers must have privacy

policies that ensure compliance.

5.5. Information Management Requirements

For each funded site, service providers must develop and maintain relevant and current systems for planning, monitoring, and reporting program activity and expenditures. At a minimum, the information management records, systems, and procedures must:

- Ensure that full documentation is available, verifying that the statistical and financial information entered into any Ministry systems and other service provider management systems meets the reporting and audit requirements of the Ministry;
- Provide prompt and accurate disbursement to employers, according to the terms and conditions of the Supported Employment Financial Support Agreement between the participant, service provider and employer;
- Protect participant privacy in accordance with the agreement with the Ministry, including storage in a secured system, for both electronic and manual records;
- Make records accessible for audit purposes by using clear and consistent methods of identification;
- Cross-reference Supported Employment employer and participant information; and,
- Ensure records and information are used for ongoing evaluation of services.

5.6. Data Security/Storage

Service provider retention schedules for program-related records are the same as those for electronic records. Service providers must establish procedures and timelines for archiving participant records, including determining how and when records are deleted and stored, consistent with their obligations under the Transfer Payment Agreement.

Service providers must keep personal information secure at all times. It is important to inform staff that when personal information (both hard copy and electronic) is not in use, it must be securely stored.

Standard measures for safeguarding information can include:
- Store hard copy personal information in lockable file cabinets.
- Adopt and maintain a clean-desk policy.
- Lock all unattended personal information (both hard copy and electronic).
- Locate computers so that unauthorized individuals cannot view information.
- Do not leave personal information on voicemail.
- Ensure that the correct recipient is being addressed before sending emails containing personal information.

Other resources from the Information and Privacy Commissioner (IPC) of Ontario:
- "IPC Practice Direction: Safeguarding Privacy in a Mobile Workplace"
- "PC Fact Sheet #10 - Secure destruction of Personal Information

5.7. Documentation Requirements

Service providers must maintain the following types of documentation for participants and employers.

Documentation for participants:
- Completed, signed and dated Employment Ontario Participant Registration form, which can be found on the Employment Ontario Partners' Gateway (EOPG) at http://www.tcu.gov.on.ca/eng/eopg/tools/forms.html;
- Contain a statement on file that the participant's birth certificate, driver's license, or other photographic identification (e.g., passport) has been reviewed;
- Contain a statement on file that any necessary immigration papers or work permits have been reviewed;
- Documentation of Client Service Planning and Coordination activities with information on services provided and rationale including participant assessment, supported employment action plan, case management support and service coordination;
- Copies of appropriate taxation documents issued to participants;
- If financial supports are provided to the participant or employer, the participant's file must contain documentation of the purchase of the support, the reason for the support, the amount of the supports, and an authorized signature for the support;
- Documentation of mandatory site visits and other monitoring conducted; employer and participant follow-up and outcomes; and,
- In case of service termination, reasons for termination and steps the service provider took to assist the participant to resolve issues prior to termination.

Documentation for employers:
- Record of employer's eligibility and suitability for Supported Employment;
- Completed, signed and dated Supported Employment Financial Support Agreement including the amount of financial support and disbursement of funds and documentation and verification of employer expenses, if applicable;
- Documentation of any site visits or other monitoring activities, issues or incidents, if any, and resolutions.

5.8. Audit and Accountability Requirements

Audit and accountability requirements set out the formal financial reporting and audit process. These will be incorporated into the Transfer Payment Agreement with the service provider.

Program Monitoring
The service provider should expect the Ministry to monitor program delivery and implementation to ensure compliance with the Transfer Payment Agreement, application of consistent standards, and fidelity to program guidelines. For the purpose of program monitoring, the Ministry can seek to:
- verify documents and other forms prior to processing;

- directly contact the service provider or participants/beneficiaries, other stakeholders, and partners;
- conduct on-site visits to assess progress and achievement of activity milestones;
- conduct on-site visits to verify expenditures and compliance to agreement terms;
- use or request program/project data for informed decision-making and program evaluation; and,
- review reports submitted by the service provider.

5.9. Forms

The following forms* must be used for the delivery and administration of the Supported Employment program. These forms are mandatory and must not be altered by the service provider.
- Employment Ontario Participant Registration; and,
- Supported Employment Financial Support Agreement.

All program forms are available on the EOPG.

Additional forms that support employer participation in the program may also be introduced as part of administrative requirements. Additional information will be provided in future operational communications and integrated into subsequent versions of these guidelines.

5.10. Employment Standards Act

The *Employment Standards Act* governs employment in Ontario. A Guide to the *Employment Standards Act* is available on the Ministry of Labour website   "Your Guide to the Employment Standards Act") or: call the Information Centre at Tel: 1-800-531-5551, or in Toronto at (416) 326-7160
 A copy of the *Act* is available here.

5.11. Ontario Human Rights Code

Service providers and employers participating in the Supported Employment program must comply with the requirements of the *Ontario Human Rights Code*.
Copies of the Code are available here or
through:

Publications Ontario, 777 Bay Street, Toronto, Ontario
Tel: 1-800-668-9938, or in Toronto at (416) 326-5300

For general information on the *Ontario Human Rights Code*, please call:
Tel: 1-800-387-9080, or in Toronto at (416) 326-9511

The Ontario Human Rights Commission is located at:
180 Dundas Street West – 9th floor, Toronto, Ontario M7A 2G5

5.12. Employment Ontario Information and Referral Resource Tools

- Employment Ontario Website
  - Employment Ontario program and service material produced by the Ministry
  - Employment Ontario "Find Services in your Area" function to find service provider descriptions contact information from Find Help Information Service's 211 database and other sources provided by the Ministry.

Note: This is not meant as an exhaustive or exclusive list of available or potential information and referral tools and resources.

5.13. Participant Workplace Insurance

5.13.1. Workplace Safety

The Employer must maintain workplace safety insurance coverage for individuals employed through the Supported Employment program, as per the requirement for any employee.

Employers who are not required to register with the Workplace Safety and Insurance Board (WSIB) and who have not voluntarily registered for WSIB coverage must have alternate workplace safety insurance coverage through private insurance carriers.

NOTE: Ontario insurance coverage is not available to employers who have hired participants of the program – employers are expected to cover new hires using their existing workplace insurance.

5.13.2. Workplace Insurance Coverage and Claims for Job Trials

Employers with mandatory WSIB coverage must file WSIB claims. For job trials, they may elect to file claims under either their own coverage or under the Ministry's WSIB coverage.

If the employer files a claim under the Ministry's WSIB coverage, the experience ratings and premiums for its own coverage will not be affected.

Employers with alternate workplace safety insurance coverage must file claims under their own insurance.

For WSIB forms, service providers can contact the appropriate regional office of the Ministry or refer to the following website at www.wsib.on.ca

5.13.3. Coverage and Claims for Workplace Safety and Insurance Board Benefits

Compulsory WSIB Coverage

Mandatory WSIB coverage extends to the majority of employers. It includes government and government agencies, construction and manufacturing industries. It also includes many service sector businesses.

Service providers can contact WSIB to confirm which employers/businesses require mandatory registration:

Tel. 1-800-387-8638 or in Toronto at 416-344-1013

Voluntary WSIB Coverage
It is not compulsory for banks, insurance companies, dentists, lawyers, and hairdressers/barbers to register for WSIB coverage. However, employers in these businesses can apply to the WSIB for coverage. Service providers can contact WSIB to confirm which employers/businesses do not require mandatory coverage:

Tel: 1-800-387-8638 or in Toronto at: 416-344-1013

WSIB Claims
It is the responsibility of the Supported Employment participant to notify their employer in the case of any injury the same day that it occurs, or as early as possible.

The employer must immediately notify the service provider, even if they are claiming under their own coverage, and assist with any information needed to complete the injury/disease report or claim if they are claiming under the Ministry's coverage.

If the employer is registered with WSIB and elects to file claims under the Ministry's WSIB policy, both the employer and service provider should be aware of the appropriate procedures and required forms. For more information, service providers can contact the appropriate regional office of the Ministry.

5.13.4. Third Party Liability Insurance

The Employer must maintain appropriate third party liability insurance for job trials, job shadowing, volunteer experiences and employment to cover the costs of damages caused by participants while on-site.

Service providers must only match participants with employers who have third party liability insurance coverage.

5.13.5. Participant Coverage while with the Service Provider

While participating in service at the Supported Employment service delivery site, participants in the Supported Employment program are covered under the service provider's liability insurance coverage.

In case of an accident, the service provider should contact its insurance carrier directly.

APPENDIX 1: EMPLOYABILITY SKILLS SERVICE AREAS

Service providers must be able to offer workshops or activities under each of the six employability skills training areas (the examples under each area are provided for illustrative purposes only):

1. **Fundamental job readiness skills workshops or activities**
   - Communication for workplaces – speaking, presentation, writing, etc.
   - Literacy and numeracy on the job
   - Problem solving at work
   - Information management and organization
   - Creative thinking to resolve workplace issues

2. **Career development /career exploration workshops or activities**
   - Vocational interests, aptitudes and abilities exploration
   - Interests, aptitudes and abilities to appropriate jobs
   - Lifestyle goals and relate to selected occupations
   - Discovering educational and career paths for a selected occupation
   - Selecting an immediate job goal
   - Understanding the conditions and specification of jobs

3. **Personal management (life) skills workshops or activities**
   - Positive attitude, self-awareness and workplace expectations
   - Self-confidence, assertiveness training
   - Responsible behaviours, actions and decisions
   - Flexibility and adaptability on the job
   - Healthy work-life balance
   - Plan and set professional learning goals
   - Social media profiles and online presence
   - Budgeting

4. **Job attainment skills workshops or activities**
   - Constructing a resume
   - Learning job search strategies
   - Conducting a job search
   - Job and information interview skills and practice
   - Learning more about online applications and web-based job search tools

5. **Employment-related- skills workshops or activities**
   - Customer service
   - Team work
   - Time management
   - Dress for success
   - Culture of the organization/business, connecting socially at work, fitting in
   - Dealing with authority, conflict resolution

- Employment Standards, and Occupational Health and Safety
- Youth in unionized jobs and workplaces and Labour Relations

6. **Job maintenance and career advancement skills workshops or activities**
   - Leadership development
   - Career advancement strategies
   - Professional networking

APPENDIX 2: PROVINCIAL SERVICE QUALITY STANDARD (SQS)

The provincial standard (column c) for each core measure is multiplied by its weight (a) (converted to its maximum value out of 10, column b) to obtain a value (column d); the sum of values results in a minimum service quality standard of 5.92 and a maximum service quality standard of 10.0. Because all measures are based on a maximum of 100% (column a), no single measure can obtain a higher value than the overall weight assigned to the measure.

SQS value for each core measure =
Minimum Provincial Standard (c) x Maximum Value (b)

∑ Sum of SQS values (d) = Overall Provincial Service Quality Standard = 5.92

Table 7: Provincial Service Quality Standard (SQS)

Dimension	Measure	Weight	Maximum value	Minimum Provincial Standard	SQS Value
		a	b	c	d
Customer Service 40%	Short-Term Customer Satisfaction – Participants	5%	0.5	85%	0.43
	Short-Term Customer Satisfaction – Employers	5%	0.5	85%	0.43
	Long-Term Customer Satisfaction – Participants	5%	0.5	85%	0.43
	Long-Term Customer Satisfaction – Employers	5%	0. 5	85%	0.43
	Service Coordination	20%	2.0	60%	1.2
Effectiveness 55%	Short-Term Service Impacts	25%	2.5	50%	1.25
	Long- Term Service Impacts	10%	1.0	40%	0.40
	Participant Suitability	20%	2.0	45%	0.90
Efficiency 5%	Funded Intake	5%	0.5	90%	0.45
		100%	10.0	Overall Provincial Service Quality Standard	**5.92**