

Canada-Ontario Job Grant

Program Guidelines

Revisions History

June 2019: Added information on instructor qualifications, trainer and employer attestations, conflict of interest and trainer focus to section 2.3.1.1, ineligible employers in section 2.4.1, additional language regarding value for money in section 2.5.1 and changes to the explanation about workplace accident insurance in section 5; revised Ministry name to Training, Colleges and Universities throughout the document.

April 2018: Minor changes to sentence structure throughout to improve understanding. Insertion of the word “indigenous” for “aboriginal” in one instance. Correction of the page numbers in the table of contents. Removed italics (except when referring to legislation) and merged cells in the Appendix II table to improve accessibility of document.

January 2018: Added sector councils and industry associations to list of eligible training providers in section 2.3.1.; added section “2.6. Employer Consortia”; modified section 2.7.2.1 (Employer Contribution Requirements) to articulate new contribution provisions for small and medium / large employers; added Appendix II (Canada-Ontario Job Grant Contributions) as a synopsis of employer contribution provisions.

May 2017: Added section “2.3.1.1 Additional Training Eligibility Considerations”; clarified eligibility of training requests for senior management positions in section 2.4.2 Individual Eligibility Requirements; added reference to the Reasonability Checklist in section 2.5.1.

April 2017: In section 2.3.1, clarified the maximum duration of training; in section 2.4.2 clarified aspects of trainee eligibility; revised title of section 2.5.1 and added section on value for money in expenditure of government funds; in section 2.6,2 added new funding rules related to employers with 50 or fewer employees who hire unemployed individuals as a result of the training; in 2.6.2 revised the use of the term grant to trainee for greater clarity; in 2.6.2 added details on the support of textbooks, software and other training materials and travel costs; added new section 2.6.2.1 to clarify employer contribution requirements; in 3.2.3 removed outdated text related to follow-ups; in 4.3.1 revised the term Aboriginal to Indigenous and revised related Indicators of Suitability definitions.

April 2016: Document reformatted; Updates to time-based information in Section 1.0 and section 4.2; revised Employer Eligibility section 2.4.1 and added related Appendix I; revised the training provider on-site monitoring requirements in section 3.2.1; integrated reference to Employer Application Assessment Tool in section 2.5.1 ; clarification regarding eligible skills training in section 2.3.1 ; clarification regarding disability

accommodation supports in section 2.6.3 ; updates to section 3.2.3 Follow Up, section 4.3.1 Effectiveness, section 4.3.2 Customer Service and 4.3.3 Efficiency; Clarification of documentation requirements for approved and denied COJG applications in section 5.6; adjustments to workplace insurance and third party liability requirements in sections 5.7, 5.10 and 5.11.

CONTENTS

| | |
|--|-----------|
| 1. INTRODUCTION TO THE GUIDELINES..... | 5 |
| 1.1. Purpose of the document | 5 |
| 1.2. Program Context | 5 |
| 1.2.1 Employment Ontario | 5 |
| 2. PROGRAM DESCRIPTION | 6 |
| 2.1. Overview of the Canada-Ontario Job Grant..... | 6 |
| 2.2. Strategic Priorities for the Canada-Ontario Job Grant | 6 |
| 2.3. Program Activities..... | 7 |
| 2.3.1. Skills Training..... | 7 |
| 2.4. Eligibility..... | 13 |
| 2.4.1. Employer Eligibility | 13 |
| 2.5. Suitability | 15 |
| 2.5.1 COJG Employer Application Assessment | 16 |
| 2.7. Funding..... | 20 |
| 2.7.1. Operating Funds | 20 |
| 3. PROGRAM DELIVERY..... | 26 |
| 3.1. Delivery Roles and Responsibilities..... | 26 |
| 3.1.1. Training Applications with 25 or Fewer Participants..... | 27 |
| 3.2. Monitoring, Exit and Follow-Up | 31 |
| 3.2.1. Monitoring | 31 |

| | |
|--|-----------|
| 4. PERFORMANCE MEASUREMENT | 33 |
| 4.1. Performance Management Systems..... | 33 |
| 4.2. Interim Performance Measurement | 34 |
| 4.3. Dimensions and Measures of Service Quality Success..... | 34 |
| 4.3.1. Effectiveness..... | 35 |
| 5. ADMINISTRATION | 42 |
| 5.1. Program Facilities..... | 42 |
| 5.1.1. Accessibility for Persons with Disabilities..... | 42 |
| 5.2. French Language Services..... | 43 |
| 5.3. Acknowledgement of Government Support | 44 |
| 5.3.1. Ontario Government..... | 44 |
| 5.4. Access to Information and Protection of Privacy | 44 |
| 5.5. Information Management Requirements..... | 44 |
| 5.5.1. Data Security/Storage | 45 |
| 5.6. Canada-Ontario Job Grant Documentation Requirements | 46 |
| 5.7. Forms | 47 |
| 5.8. <i>Employment Standards Act</i> | 47 |
| 5.9. Ontario <i>Human Rights Code</i> | 47 |
| 5.10. Trainee Placement Insurance | 48 |
| 5.11. Third Party Liability Insurance | 48 |
| 5.12. Employment Ontario Tools | 49 |

1. INTRODUCTION TO THE GUIDELINES

1.1. Purpose of the document

These guidelines provide information on the Canada-Ontario Job Grant Program (the “Grant”, including:

- Program context
- Program description
- Program delivery
- Performance management
- Administration

1.2. Program Context

1.2.1 Employment Ontario

The vision of the Ministry of Training, Colleges and Universities (the “Ministry”) is to have the most educated people and highly skilled workforce in the world in order to build the province’s competitive advantage and quality of life.

In 2007, Employment Ontario (EO) brought together employment and training services from the federal and provincial governments into one coherent and comprehensive service delivery system. The Ministry operates EO as a one-stop source of information, services, and programs for job-seekers and employers.

The EO service promise is to:

- Ensure the highest quality of service and support to help individuals meet their career goals;
- Provide opportunities to make it easier for individuals to improve their skills through education and training;
- Ensure that no matter which EO office individuals walk into, they will get the help they need; and
- Work with employers and communities to build the highly skilled, highly educated workforce that Ontario needs in order to be competitive.

For employers, EO offers services to help them find the workers with the skills they need. For individual workers and job-seekers, it provides resources and information, job search and placement services, training, and other supports to help them meet their employment goals.

2. PROGRAM DESCRIPTION

2.1. Overview of the Canada-Ontario Job Grant

The Canada-Ontario Job Grant offers a range of skills training services to employers and individuals.

The objective of the Grant is to support workforce development and encourage greater employer involvement in training through cost-sharing arrangements to train individuals.

Through employer-led skills training, the Grant also provides individuals with the skills necessary for unemployed individuals to obtain employment, and for employed individuals to maintain employment and advance in their careers.

2.2. Strategic Priorities for the Canada-Ontario Job Grant

Building on the overall objective of the Grant, the Ministry also has the following strategic priorities for how the Grant is utilized with employers and individuals.

- **Supporting Unemployed Individuals:** Employers are willing to hire and train unemployed individuals to fill their job vacancies.
- **Supporting Job Creation:** Employers use the Grant to support expansion of their workforces.
- **Partnership-Based Approach to Training:** Encouraging employers to form partnerships that pool resources, expand the reach of skills training opportunities, achieve effective economies of scale and address common sector / industry workforce skills needs.
- **Increased Job Quality:** The Grant supports permanent and sustainable full-time jobs.
- **Job Advancement:** The Grant enables incumbent workers to remain in their current positions, or for incumbent workers to take new positions within the business that offer greater responsibilities and/or rates of pay.

2.3. Program Activities

2.3.1. Skills Training

The Canada-Ontario Job Grant supports skills training for individual(s) that meets the workforce development needs of employers.

Training supported through the Grant is driven by employer demand and must be directly related to the skills needs identified by the employer. Employers identify the types of training required to meet their skills needs and the individual(s) who will be trained. Individuals cannot receive a Grant for training unless they have been identified by an employer as a training recipient.

Skills training is intended for unemployed individuals seeking a new job, and employed individuals acquiring new skills for their current job or in preparation for another job with the same employer, and. The employer must have a job available at the end of the training for the training recipient.

Training must not exceed one year in duration, i.e. training must be completed within 52 weeks of the training start date, and must be provided by one of the following third-party providers:

- Colleges of Applied Arts and Technology;
- Publicly assisted universities;
- Publicly assisted Indigenous Institutes;
- School boards;
- Private trainers operating in compliance with the *Private Career Colleges Act, 2005*;
- Product vendors may also provide training in circumstances described in 2.3.1.1
- Union-based training centres;
- Sector Councils; and,
- Industry Associations

2.3.1.1 Additional Training Considerations

Previous experience delivering COJG Training

A training provider's previous experience delivering training for COJG projects will be considered. A trainer may not be eligible to deliver COJG training if:

- They have been found by the Ministry to have abused COJG funding in the past;
or

- The “controlling minds” of the trainer, either as individuals or as the controlling minds of another organization, were found by the Ministry to have abused COJG funding in the past.

For the purpose of the COJG program, a “controlling mind” is:

- an officer or director of a corporation; or
- an individual who owns at least 35% of the voting shares in a company.

Attestation

Training providers are required to attest, in a manner prescribed by the Ministry, the details of the training including what training will be provided, and the instructional plan related to that training. Training providers will also be required to specify the cost of the training and the ways in which they ensure the ongoing quality of the training.

Employers who select private training providers for training are also required to attest to the details of the training, the relationship with the training provider and that they have signed a training agreement with the training provider where the latter is informed that the Ministry may require access to their records at any given time.

Qualifications of Instructors

Training will be provided by qualified instructors. A qualified instructor must have experience working in the vocation or teaching a program to prepare a student for the vocation. The required qualifications for instructors are outlined in the attestation.

Notes:

1. The TCU Regional Director has discretion to approve an instructor who doesn't hold the minimum qualifications
2. Instructors in programs subject to the requirements of a third-party regulator must have any qualifications prescribed by that regulator. So, for example, instructors in dental hygiene programs must be registered (as dental hygienists) with the College of Dental Hygienists of Ontario.

Fees

Membership fees, subscription fees, annual fees, professional association fees are all ineligible for COJG funding.

Training Required by Law

The Ministry will not provide COJG funding to an employer for training the employer must provide according to law.

Conflict of Interest

On the COJG application, the applicant (employer) must disclose the relationship between the employer and the product vendor, where applicable, or between the employer and the training provider.

For the purpose of COJG, a conflict of interest includes any circumstances where:

- a) the employer; or
- b) training provider; or
- c) any person who has the capacity to influence the employer's or training provider's decisions, has outside commitments, relationships or financial interests that could, or could be seen to, interfere with the Canada Ontario Job Grant program objectives and integrity

Product Vendor Training

For the purpose of the COJG, product vendor training is defined as any training where the vendor is involved in the creation/sale of the product and is also conducting the training. "Product" refers to business-related materials (e.g. technology/equipment, software, or proprietary process) purchased by the employer.

Applications for training associated with the basic operations and implementation of a product or service are only eligible for funding under COJG when the training is delivered by a training provider that is not the product vendor. Basic operations are defined as any training on how to use the product or service. This includes scenarios where a product vendor has an exclusive agreement with a private trainer to conduct the basic training, or if basic training by a specific private trainer is stipulated in the purchase agreement, then the delivery of the basic training by that training provider will be ineligible.

Product vendors are eligible to deliver "advanced" training. For example, if a company purchases a piece of equipment, the product vendor is ineligible for training in the basic operation of that equipment; however, the product vendor may be eligible to deliver training showing operators how to use the equipment for something other than its intended purpose.

In instances where a Private Career College (PCC) is also a product vendor, in accordance with the above definition the PCC shall be regarded and identified as a product vendor in the application. As stated above, product vendors may not deliver basic operational training.

Executive Training

Applications for executive training courses, specifically Master of Business Administration (MBA) and Chartered Financial Analyst (CFA) are ineligible for COJG funding.

Preparatory Training Courses

Applications for preparatory training courses for the Law School Admission Test (LSAT), Medical College Admission Test (MCAT) or Graduate Management Admission Test (GMAT) are ineligible for COJG funding.

Business Consulting Services

Business consulting services are ineligible for COJG funding.

Conferences

Conferences and workshops are ineligible for COJG funding.

2.3.2. Planning and Referral Services

Service providers offer employers and individuals a range of planning and referral services as part of Canada-Ontario Job Grant delivery.

The degree to which planning and referral services are used will depend on the employer's ability to identify their own skills needs, skills training and training recipients.

For example: needs determination services are entirely optional and would not be needed if an employer has submitted a Grant application that clearly identifies their workforce needs, skills training requirements and the individuals that will receive training.

Similarly, although a training participant service plan and follow ups are required for all individuals accessing training supported by the Grant, the remainder of planning and referral services are optional for employers.

For example: individuals identified by the employer for training may not require further needs determination services beyond what is stated in the Grant application and may in fact have little or no direct interaction with the service provider.

Planning and referral services must be offered by service providers and are as follows:

Employers:

Needs determination – service providers can work with employers to identify their workforce development needs and potential solutions to address those needs. This includes the identification of skills needs and information on how to find appropriate skills training. Needs determination is not a mandatory service requirement for employers wishing to access the Grant; it is available upon employer request.

Service Referrals – providing timely and appropriate referrals to services is not offered as part of the Canada-Ontario Job Grant or its delivery.

Service Planning – development of an employer service plan, mutually agreed upon by the employer and the service provider, that outlines how the Canada-Ontario Job Grant and, if applicable, a job placement meets the employer's identified workforce development needs. Employer service plans are required for every employer accessing the Grant.

Monitoring – contact with the employer during training and, if applicable, job placement agreements to validate financial transactions, training activities and to identify and risk manage other employer and/or individual issues that were identified during or after service planning. Monitoring is required for every Canada-Ontario Job Grant training agreement that a service provider enters into with an employer (see Section 3.2.1).

Follow-Up – ongoing contact with the employer after skills training is completed to determine the employer's level of satisfaction with the service, whether the skills training has achieved its intended outcomes and to identify further service needs. Employer follow-up is required for every Canada-Ontario Job Grant (see Section 3.2.3).

Individuals:

Needs determination – service providers can work with individuals to identify their training, employment and career goals. Needs determination is not a mandatory service requirement for all individuals accessing training funded through the Grant and would only be provided upon request from an employer. Individual needs determination services are mandatory for a Grant application that includes job placement services.

Service Referrals – providing timely and appropriate referrals to services not offered as part of the Canada-Ontario Job Grant or its delivery. This may include referral to other training and employment services offered through Employment Ontario, such as the Employment Service.

Service Planning – development of a training participant service plan, mutually agreed upon by the individual and the service provider that outlines how the Canada-Ontario Job Grant, meets the employer's skills needs and the individual's training goals. Participant service plans are required for every individual wishing to access the Grant.

Follow-Up – ongoing contact with the individual after skills training is completed to determine the individual's level of satisfaction with the service, whether the skills training has achieved its intended outcomes and to identify further service needs. Individual follow-up is required for every Canada-Ontario Job Grant (see Section 3.2.3).

2.3.3. Job Placements

Under exceptional circumstances, job placements are available to employers hiring unemployed individuals to fill job vacancies and who wish to use a Grant to purchase existing training for their new hires.

Job placements allow employers to receive support from the service provider during the placement period to help address any issues with the individual that arise and identify any further service needs the individual might have. In addition, job placements offer a financial incentive to employers that helps offset any additional supervisory or supplemental training costs incurred by the employer as they take on the new hire.

Job placements would only be available to employers and the individuals they have identified for training if all of the following exceptional circumstances are met:

- The employer has hired an unemployed individual to fill a job vacancy (i.e., job placements do not apply where a new hire has not taken place and incumbent workers are training for same or new position);
- The individual has barriers to employment that have been identified by the service provider and that may impact the individual's long-term labour market attachment (see Section 4.3.1 for individual suitability indicators); and
- The employer has indicated that the offer of employment is conditional upon the individual's completion of training and that they would like to assess the individual's performance on the job prior to hiring them permanently.

Job placements offered as part of Canada-Ontario Job Grant must not exceed four months in duration and may begin during or following completion of training, based on

occupational requirements and the nature of skills training. Exceptions to the maximum four months duration may be made for persons with disabilities.

2.4. Eligibility

2.4.1. Employer Eligibility

Individual private and not-for-profit sector employers, First Nations (as listed in Appendix I) and organizations acting on behalf of employers, including union training halls, industry associations, training coordinators and other employer consortia that meet the requirements below are eligible to apply for a Grant. Eligibility criteria apply to all employers regardless of whether they are training one or multiple individuals.

An employer must:

- Make minimum cash contributions towards training costs (see Section 2.7.2.1);
- Employ the individual selected for training. If the employer has hired an unemployed individual to fill a vacancy, the offer of employment can be conditional upon the individual having completed training and subject to the employer's regular probationary period;
- Be licensed to operate in Ontario;
- Be applying for training that is delivered in Ontario and is related to a job that is also located in Ontario;
- Comply with the *Occupational Health and Safety Act* and the *Employment Standards Act*;
- Maintain appropriate Workplace Safety and Insurance Board or private workplace safety insurance coverage;
- Have adequate third party general liability insurance as advised by its insurance broker; and
- Comply with all applicable federal and provincial human rights legislation, regulations, and any other relevant standards.

An employer must not:

- Be a federal, provincial or municipal government and/or agency;
- Be a designated broader public sector organization, as defined by the [Broader Public Sector Accountability Act](#);

- Be district social services administration boards established under the *District Social Services Administration Boards Act*, notwithstanding their exclusion under the *Broader Public Sector Accountability Act*;
- Be a Canada-Ontario Job Grant Service Provider, or an Employment Service provider;
- Be currently in receipt of other government funds related to the same skills training for the same individual (e.g., Employment Service or Youth Job Connection Job Placements);
- Use training participants to displace existing staff or replace staff who are on lay-off; and
- Compel individual participants to pay any part of the employers COJG contribution related to training, either directly or indirectly. The employer's contribution is the employers alone.

An employer may be ineligible for subsequent applications if:

- The employer did not follow through on anticipated action post-training as provided in the application such as increasing trainee wages or not hiring an unemployed new hire - except under exceptional circumstances (e.g., the participant completed the training, but did not pass the exam which is a requirement of the job).
- The employer did not submit required documentation that is required by the Ministry.
- The participant did not complete the training and the employer failed to inform the service provider or Ministry, and the Ministry was still required to pay for the training.
- The employer had been approved for multiple Grants in the past but withdrew or did not follow through on training.
- The Ministry's quality assurance processes, audits, surveys and any other means of verifying information on previous applications, conducted at any time, reveal that the information provided to the Ministry to being inaccurate, untrue or incorrect.
- An employer that is a corporation or other entity may be ineligible if:

- it was found by the Ministry to have abused COJG funding in the past; or
 - The “controlling minds” of the corporation or entity, either as individuals or as the controlling minds of another corporation or entity, were found by the Ministry to have abused COJG funding in the past.
 - For a definition of “controlling minds” please see Section 2.3.1.1.
- The employer has funds owing to the Ministry.

If one of the above has occurred the applicant should provide an explanation on the COJG application.

2.4.2. Individual Eligibility

All people who are residents of Ontario and either a Canadian citizen, permanent resident or protected person and meet the eligibility requirements below are eligible to participate in training funded through the Canada-Ontario Job Grant.

Eligibility requirements are as follows:

- Employed individuals must be identified by their employer.
- Unemployed individuals must also be sponsored by an employer, demonstrated through a permanent or conditional offer of employment.
- An individual must not be participating in full-time training or education or any other government training intervention that offers funding support for same tuition, books or other training related costs (e.g., Second Career).

Business owners, including individuals with a controlling interest in corporations, are not eligible as trainees under COJG.

Training requests for trainees who are in senior management positions with large organizations (over 500 employees) are ineligible for COJG funding.

Trainees who are in senior management positions at small and medium employers (less than 500 employees) are eligible for COJG funding.

2.5. Suitability

The Ministry has developed employer and individual-focused suitability indicators for measuring program effectiveness as part of a future performance management system for the Canada-Ontario Job Grant.

Through the Grant application process and subsequent service follow-ups with employers and individuals, service providers will collect a range of information that will provide the Ministry with a greater understanding of how the Grant is being accessed by employers and individuals. This information will inform future Ministry decisions regarding the need to further focus or prioritize use of the Grant towards specific types of employers and/or individuals.

The Ministry will convey additional strategic guidance and direction to service providers through future iterations of these program guidelines and through the regular annual business planning cycle.

2.5.1 COJG Employer Application Assessment

COJG Employer Application Assessment Tool

The [COJG Employer Application Assessment Tool](#) is available on the EOPG. It is to be used by COJG service providers to prioritize COJG employer applications.

The Ministry and service providers have flexibility to use other information to assist with assessment of the COJG applications in addition to the Employer Application Assessment tool.

Value for Money in the Expenditure of Government Funds

A key principle that guides government spending is that value for money is expected in the expenditure of public funds. In the context of the Canada-Ontario Job Grant, this principle is supported by a best practice that the employer should normally obtain three quotes for training, i.e., one quote from three different training providers, and include the quotes as supporting information for the application.

If three quotes are not provided, the employer must provide a rationale within the application as to why less than three quotes were not provided. In such situations, the COJG service provider or Ministry must deem the employer's rationale to be reasonable prior to approving the application. In any case, the COJG service provider or Ministry has the discretion to request three quotes from the employer if deemed necessary.

For all applications, the COJG service provider or the Ministry must also deem the tuition charged by the selected training provider to be reasonable and satisfy the following conditions:

- A comparison of the three quotes from potential training providers will form part of the application assessment process conducted by Ministry staff.

- Tuition rates must be verifiable and course descriptions available.
- The successful training provider will be required to complete an attestation form which details the training they will provide for the tuition paid.

Reasonableness may be determined by considering elements such as, but not limited to, costs per client, duration of training, whether training results in an industry-recognized credential, and availability of training.

The COJG Employer Application Reasonability Checklist, available on the EOPG, is a tool that assists in the assessment of the COJG applications.

As part of the COJG application process, the Ministry may define thresholds where three quotes are mandatory.

2.5.2. Individual Suitability

Individual suitability for the Canada-Ontario Job Grant is determined by employers.

Individuals who have received training funded in part through the Grant and are participating in a job placement with the employer are assessed for placement suitability using the indicators included in Section 4 of these guidelines.

2.6. Employer Consortia

Employers are encouraged to form partnerships (consortia) where a shared skills training need has been identified (e.g., skills upgrading required as a result of technological changes within a sector or industry). Partnership-based consortia applications for Canada-Ontario Job Grant allows employers to pool their resources together in the pursuit of training solutions that address common workforce skills needs.

Partnership-based approaches to training can:

- Expand training opportunities to employers who may not have the capacity or capability to identify and pursue training on their own;
- Achieve cost efficiencies through economies of scale; and,
- Allow sectors and industries to strategically address skills needs through collective action.

For the purposes of the COJG, an employer consortium is a specific group of two or more employers which will pool their resources to support common training activities and achieve common training objectives and goals. Each employer within a consortium

must meet the employer eligibility requirements of the program in order for the consortium to be considered for Grant funding.

Groups of employers are eligible to apply for COJG-funded training through the consortium stream through an intermediary organization, who will serve as the “lead” applicant on behalf of the employers. If approved, the intermediary would be the holder of the legal agreement with the Ministry and would be accountable for all activities and outcomes. With some exceptions, the intermediary is potentially eligible for administrative funding to carry out its functions (see Section 2.6. for additional details).

Organizations that can perform the role of intermediary include:

- Industry Associations;
- Sector Councils;
- Union and Union Training Hall / Management Partnerships;
- Local Employment Planning Councils and Local Boards;
- Local Economic Development Organizations; and
- Public / Private Training Institutions.

Organizations delivering the Ministry’s Employment Service program are ineligible to perform the role of intermediary.

Depending on the size, scope and complexity of needs within the consortium, an intermediary could be expected to perform the following functions:

- **Supporting Employers to Identify Training Needs:** While a consortium may approach the Ministry with a general training need, employers may require further assistance with customizing general training to the needs of their respective business and employees.
 - An intermediary may work with employers to more fully articulate their training needs for the purposes of preparing a training agreement and negotiating customization with the training provider, including the development of new curriculum.
 - Further to the above, an intermediary would serve as a key facilitator between employers and trainers to ensure developed training and delivery approaches continue to meet client needs on an ongoing basis.

- **Training Agreement Preparation and Administration:**

- Financial administration related to the training agreement(s) (e.g., processing invoices, issuing payments, managing Ministry funding and employer contributions, etc.).
- Trainee registration – supporting employers and trainees with preparing the necessary documentation related to the training agreement (e.g., completing Ministry forms and documentation required by the trainer).

Consortia-based employer applications for COJG funding will be assessed based on the following strategic priorities:

- Focus on supporting unemployed individuals, job creation, job quality and advancement;
- Reaching workers who do not typically receive employer-sponsored training and are in lower-skilled or lower-wage occupations;
- Focus on sectors or industries or regions in transition and for which upskilling could reduce risks of job reductions;
- Previous identification of local / regional labour market issues through initiatives such as the Sector Partnership Planning Grant or through intermediaries such as Local Employment Planning Councils;
- Participating employers are investing in training that integrates both essential and technical skills:
 - Essential skills provide the foundation for learning all other skills and enable people to evolve with their jobs and adapt to workplace change. Essential skills include not only reading, writing, document use and numeracy, but also, oral communication, working with others, thinking, computer use and continuous learning.
 - Technical skills are those skills related to new or existing business processes, such as providing customer service(s), operating machinery, or other technology, as identified by participating employers.
- Completion of an industry-recognized certification as a result of the training.

2.7. Funding

Funding for Canada-Ontario Job Grant includes the categories below:

2.7.1. Operating Funds

Administrative funding Canada-Ontario Job Grant Service Providers

Service providers receive operating funds for the day-to-day operational costs associated with direct delivery of the Canada-Ontario Job Grant. 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); and
- Other direct operating expenditures related to delivery of the Canada-Ontario Job Grant.

Employers accessing the Grant, either individually or as a group through a consortium are not eligible to receive operating funds. Employers with a total funding amount more than \$100,000 may be eligible to receive funding to conduct an audit.

Administrative Costs

Service providers can attribute no more than 15% of their operating funds to administrative overhead. Administrative overhead recognizes costs necessary for operating an organization, but not directly associated with the delivery of the Canada-Ontario Job Grant. For example, this may include a portion of the salaries/benefits of the Executive Director, IT, and/or financial staff who work for the entire organization but may spend a portion of their time dedicated to administrative functions that support COJG.

For example:

Total Operating Funds: \$340,000

Administrative Overhead (maximum of 15%): \$60,000

Total Operating Allocation: \$400,000

Administrative funding for intermediaries managing consortia training agreements

Most organizations acting as an intermediary for consortium-based COJG applications are eligible for administrative funding equal to 15% of the total Grant value (see Section 2.7.2.1 for additional details on training contributions).

Example: An intermediary facilitates a consortium of eight employers who each employ over 100 people in the hospitality sector to submit a COJG application for skills training involving 50 trainees. Total training costs are \$250,000 and the Ministry contribution is \$125,000. The intermediary would be eligible for administrative funding of \$18,750. (i.e., $\$250,000 - \$125,000 \times 15\% = \$18,750$)

In order to qualify for administrative funding, the intermediary who has facilitated the consortium application must demonstrate that they intend to provide services that **both** support employers in identifying their training needs and relate to training agreement preparation and administration (see Section 2.6. for additional details).

Training Providers as Intermediaries

Training providers may serve in the role of an intermediary in instances where they may also develop and/or deliver training.

Due to risks associated with real or perceived conflicts of interest (i.e., the intermediary would be acting on behalf of employers to identify and implement skills training, while also setting the cost for that training) and potential overlap between their regular business activities (e.g., identifying the needs of their market) and the activities of an intermediary, training providers are not eligible for 15% administrative funding.

In addition, training providers who are intermediaries and have a role in developing and/or delivering curriculum must demonstrate that the fees they are charging are consistent with the market. In instances where a consortia training need is unique, training providers must provide information to the Ministry regarding how they arrived at proposed training fees.

As part of its assessment of consortia applications, the Ministry will review other prospective intermediaries for potential conflicts of interest with respect to the employers they are representing and/or other partners in the consortium. The Ministry will also consider whether the administrative activities proposed by the prospective intermediary overlap with their regular business activities. Based on this review, the Ministry may determine that the other types of intermediary organizations are ineligible for administrative funds.

2.7.2. Training

The Canada-Ontario Job Grant provides grants of up to a maximum of \$10,000 per trainee, with exceptions for small businesses who are training previously unemployed new hires.

Eligible training costs are as follows:

- Tuition or other training provider fees;
- Textbooks, software and other materials required to complete skills training (e.g. training clothing, tools, equipment, disability supports as noted below);
- Mandatory student fees;
- Examination fees; and
- Travel costs.

Textbooks, software and other training materials:

To clarify the eligible training costs listed above, the Canada-Ontario Job Grant will support a maximum of **\$500 per trainee** for textbooks, software and other training materials required by the individual to complete skills training.

For Canada-Ontario Job Grant applications that involve multiple trainees, the maximum \$500 for these supports cannot be combined to support larger equipment purchases (e.g., combining the maximum \$500 in support for three trainees to purchase a \$1,500 piece of equipment). In addition, the \$500 per trainee support cannot be combined with a cash contribution by the employer to support large equipment purchases (e.g., combining the maximum \$500 in training support with a \$500 cash contribution from the employer to purchase a \$1,000 piece of equipment).

Travel Costs

Travel costs are supported up to a maximum \$500 per trainee, within the maximum allowable contribution per trainee. Travel costs are those that may be incurred for the trainee to commute to the training location. Travel costs are only supported when the distance travelled is in excess of the 24 km each way. Travel costs are supported for the most economical rate of transportation, including parking. If the use of a vehicle is required, the rate of reimbursement is \$.40/km. Local public transportation should be used wherever possible. Accommodations and meals are not supported as part of this policy.

Travel costs are supported according to the contribution rules for employers with 99 or fewer employees or those with 100 or more employees.

If the employer has a travel costs policy, travel costs will be supported according to the employer's policy up to the maximum \$500 per trainee. The per-kilometer rate listed above will apply in cases where the employer does not have a travel costs policy.

Training Supports for Persons with Disabilities

The Ministry expects training institutions to provide support services and/or equipment to persons with disabilities who are enrolled in skills training at the institution. Persons with disabilities must contact their training institution to determine their need for support services or equipment.

Services and equipment provided by training institutions to persons with disabilities may include:

- assessments or advice on learning strategies;
- academic materials in alternative formats including digitized text, Braille, large print, voice activated software, assisted hearing devices;
- sign language interpreters or real time captioning for persons who are deaf, deafened or hard of hearing;
- adaptive technology and training on it;
- in-class assistance from specialized professionals;
- in-class supports (e.g., tutors, interpreters).

If the training institution does not provide an individual with disability-related support services or equipment, the service provider may, in exceptional circumstances, provide financial assistance for these disability-related costs to the individual (both incumbent workers and new hires).

If persons with disabilities seek support for disability-related costs from the service provider, they should be encouraged to first explore alternate sources of funding. If alternate funding cannot be obtained, individuals are required to provide supporting documentation to the service provider about their disability-related costs.

2.7.2.1 Employer Contribution Requirements

Employers with Fewer than 100 Employees

Employers with fewer than 100 Employees who are training incumbent workers

Employers with fewer than 100 employees who are training incumbent workers are required to contribute a minimum of one-sixth cash* towards the training costs of each individual participating in training funded through the grant. The maximum government Grant payable is \$10,000.

Example One: Excellent Tech Inc. has a total staff complement of 36 and applies for a Grant for a single employee with eligible training costs equaling \$6,000. Excellent Tech Inc. is required to make a cash contribution of \$1,000 towards training costs and the maximum amount of the Grant is \$5,000.

Example Two: Superstar Ltd. has a total staff complement of 56 and applies for a Grant for three employees with total training costs equalling \$51,000, or \$17,000 per employee.

Training cost per participant: \$17,000

5/6th Ministry contribution per participant: \$14,167

Maximum allowable Ministry contribution per participant: \$10,000

The Ministry contribution will be \$30,000 (\$10,000 per participant) and the employer will be required to cover the remaining cost \$21,000 (\$7,000 per participant).

For employers applying for multiple Grants, a minimum one-sixth cash contribution must be made for each participating individual (i.e., an employer cannot contribute more than one-sixth for some individuals and less than one-sixth for others).

*In-kind contributions are no longer used within the program as part of Grant calculations.

Employers with fewer than 100 employees who are training and hiring unemployed individuals

Employers with fewer than 100 employees who are training and hiring unemployed individuals are eligible for up to \$15,000 per trainee and are not required to make a minimum contribution to training costs for training funded through the Grant.

Example One: Acme Inc. has a total staff complement of 36 and applies for a Grant for to train an unemployed individual who will be hired as a result of the training with eligible training costs equalling \$15,000. Acme Inc. will be eligible for the total maximum \$15,000 Grant for training and hiring this unemployed individual.

Example Two: ABC123 Corp. has a total staff complement of 74 and applies for Grant to training two unemployed individuals who will be hired as a result of the training. Total training costs are \$36,000, or \$18,000 per new hire. The total Grant will be \$30,000

(\$15,000 per employee) and the employer will be responsible for a cash contribution that covers the remaining \$6,000 in training costs.

Unemployed Individual

For the purposes of the COJG, the term unemployed refers to an individual who was previously unemployed and who has a conditional offer of employment that is contingent upon the completion of skills training being funded through the Grant. There is no restriction on the duration of time the individual was out of employment; however, validation of unemployed status is required.

Employers with 100 or more Employees

Employers with 100 or more employees are required to make a minimum of one-half cash contributions towards eligible training costs.

Example One: Acme Inc. has a total staff complement of 124 and applies for a Grant for a single employee with eligible training costs equalling \$15,000. Acme Inc. is required to make cash contributions of \$7,500 towards eligible training costs and the maximum amount of the Grant is \$7,500.

Example Two: XYZ Inc. has a total staff complement of 103 and applies for a Grant for two incumbent employees with training costs equalling \$42,000.

Training cost per participant: \$21,000

1/2 Ministry contribution per participant: \$10,500

Maximum allowable Ministry contribution per participant: \$10,000

The total Grant is \$20,000 (\$10,000 per employee), and the employer is required to make a cash contribution that covers the remaining \$22,000 in training costs.

Employers training unemployed seasonal workers or workers on temporary lay-off

Employers training unemployed seasonal workers or workers on temporary lay-off returning to the same position with the same employer are required to make cash contributions towards eligible training costs based on the size of their workforce. However, employers with fewer than 100 employees who are training unemployed seasonal workers or workers on temporary lay-off that are returning to a different position with the same employer are eligible for up to \$15,000 per trainee and

are not required to make a minimum contribution to training costs for training funded through the Grant.

2.7.3. Job Placements

In those exceptional circumstances where a job placement has been identified by the service provider and employer as an appropriate service, participating employers and individuals may receive financial incentives and supports. These are negotiated by the service provider, employer and individual based on their identified needs.

Employer Incentives

Employers may receive an incentive of up to \$1,000 per individual job placement. Incentives are meant to offset additional costs the employer might incur as a result of the placement (e.g., additional supervisory costs, administration, job orientation, etc.).

Incentives must not be used as a subsidy for the participant's wages.

Individual Supports

Individuals may receive up to \$1,000 for incremental costs related to participating in a job placement (e.g., transportation, work clothing, equipment, etc.).

Incremental costs considered for financial support must not overlap with any costs already paid for through direct training. (For example, if tools were a training requirement already paid for through direct training costs, those same tools would not be supported again through individual supports.)

Exceptions over the \$1,000 limit are permitted for persons with disabilities to cover costs related to assistive devices and other placement-related accommodations. Disability accommodations are not permitted in cases where the employer must provide such accommodation supports according to law (e.g., Ontario *Human Rights Code*, the *Accessibility for Ontarians with Disabilities Act*).

Service providers will use individual suitability indicators (see Section 4.3.1) and any identified employment barriers the individual might have as the means for determining the need for financial supports.

3. PROGRAM DELIVERY

3.1. Delivery Roles and Responsibilities

The Canada-Ontario Job Grant is available to small, medium and large employers to meet their workforce development needs. The diversity of employer needs could result

in Grant applications for training support that involve single individuals or larger numbers of training participants.

Given the complexity and financial implications of large-scale Grant applications, the Ministry has divided roles and responsibilities for delivery between the Ministry and the service provider based on the number of participants identified in an employer's Grant application.

For training applications involving 25 or fewer participants, the service provider will make Grant funding decisions and manage/administer Grant agreements with employers.

For training applications involving over 25 participants, the Ministry will make Grant funding decisions and manage/administer Grant agreements with employers.

For applications involving multiple employers, the Ministry will make Grant funding decisions and manage/administer Grant agreements with employers.

A full breakdown of delivery roles and responsibilities is provided below.

3.1.1. Training Applications with 25 or Fewer Participants

Canada-Ontario Job Grant Service Providers will undertake all of the following:

- Conduct outreach with employers to raise awareness of the Canada-Ontario Job Grant;
- Assist employers in identifying their workforce development needs and, where necessary, assist in the preparation of Grant applications;
- Refer employers to other services that will support addressing their workforce development needs. For example:
 - Referral to the Employment Service for assistance in finding unemployed individuals to fill job vacancies
 - Referral to the Ministry for training needs that involve greater than 25 participants;
- Verify employer and individual eligibility and enter program data into appropriate information management systems;
- Create and maintain employer and individual service plans;

- Review, assess and make funding decisions for Canada-Ontario Job Grant employer applications;
- Manage government funding contributions to training, including:
 - Issuing payments to employers;
 - Validation of employer payments to training providers; and
 - Recovery of training funds refunded by training providers due to cancellation, early termination, etc.
- Prepare job placement agreements with employers and manage funds related to employer incentives and individual supports, where applicable; and
- Conduct monitoring and follow-up with the employer and individuals who have received a Canada-Ontario Job Grant for skills training and, where applicable have participated in a job placement.

The Ministry of Training, Colleges and Universities will:

- Respond to service provider inquiries regarding Canada-Ontario Job Grant design and/or delivery requirements;
- Support participation of active EI clients in skills training funded through the Grant by coordinating approval of participation in employment training as outlined in Section 25 of the *Employment Insurance Act (1996)*, where applicable;
- Manage and administer legal agreements to deliver the Grant between the Ministry and service providers; and,
- Evaluate implementation and effectiveness of the Grant and make program design and delivery modifications as needed, in cooperation with the federal government.

Employers will:

- Identify training participants, including unemployed individuals for unfilled job vacancies, and coordinating as needed with the Ministry and any service providers assisting with job matching;
- Enter into agreements with training providers and provide payment for training; and,

- Coordinate with the Ministry and service providers to prepare job placement agreements, where applicable.

3.1.2. Training Applications with over 25 Participants and Consortia Applications

Canada-Ontario Job Grant delivery for training requests involving over 25 participants is structured differently than delivery for 25 or fewer participants. In addition to differences in funding decision-making roles outlined in Section 3.1, select Canada-Ontario Job Grant service providers will provide program data entry and planning and referral services (see Section 2.3.2) as needed.

Grant agreements between the Ministry and employers that involve over 25 participants will be entered into prior to training participants being identified. For example: agreements may include training related to unfilled job vacancies the employer is in the process of hiring for.

The Ministry of Training, Colleges and Universities will:

- Verify employer eligibility for the Canada-Ontario Job Grant;
- Review, assess and make funding decisions for Canada-Ontario Job Grant applications;
- Manage government funding contributions to training;
- Refer employers to other services that will support addressing their workforce development needs. This may include:
 - Referrals for assistance in finding unemployed individuals to fill job vacancies;
 - Referrals for preparation and management of job placement agreements, as required; and
 - Referral to workforce development or other services outside Employment Ontario.
- Support participation of active EI clients in skills training by authorizing participation in Employment Ontario programs under Section 25 of *the Employment Insurance Act (1996)*, where applicable;
- Manage and administer Canada-Ontario Job Grant legal agreements; and
- Conduct program evaluations.

Canada-Ontario Job Grant Service Providers will:

- Verify individual eligibility and enter program data into appropriate information management systems;
- Create and maintain employer and individual service plans;
- Prepare job placement agreements with employers and manage funds related to employer incentives and individual supports, where applicable; and
- Conduct follow up with Canada-Ontario Job Grant employers and training participants.

Employers will:

- Identify training participants, including unemployed individuals for unfilled job vacancies, and coordinate as needed with the Ministry and any service providers assisting with job matching;
- Enter into agreements with training providers and provide payment for training;
- Coordinate with the Ministry and service providers to prepare job placement agreements, as appropriate; and
- Work with the Ministry throughout the Canada-Ontario Job Grant training agreement and modify when appropriate as training recipients and their financial support needs are identified.

Organizations Representing Employers or Lead Employers of Consortia will:

- Coordinate with consortium employers to identify training participants and any job matching needs for unfilled job vacancies;
- Enter into agreements with training providers on behalf of consortium employers;
- Collect cash contributions from consortium employers and provide payment to training providers;
- Collect or coordinate collection of information from employers within the consortium that validates training activities;
- Coordinate with the Ministry and employers within the consortium regarding training site visits; and
- Ensure that employers and participants understand program follow-up requirements (i.e., both parties will be contacted to gather information with respect to training outcomes).

3.2. Monitoring, Exit and Follow-Up

3.2.1. Monitoring

Service providers are expected to monitor Canada-Ontario Job Grant training agreements involving 25 or fewer participants and, if applicable, job placement agreements to:

- Validate financial and training activities, such as confirmation of employer payments to training providers and the progress of training activities; and
- Manage issues related to participating employers and/or individuals that were identified during or after service planning.

Training Provider Monitoring

Service providers shall conduct one monitoring site visit:

- To the training provider during a Funding Year for Canada-Ontario Job Grant Training Agreements that include in-class instruction and the Ministry training contribution is \$1,500 or more; and
- To the same training provider during a Funding Year for any subsequent Canada-Ontario Job Grant Training Agreements that include in-class instruction and the Ministry Training Contribution is \$3,000 or more.

The Service Provider is not required to conduct a monitoring site visit, but instead shall conduct at least one monitor using appropriate alternative methods (for example, review of paper and electronic records, web-based validation of online training, etc.):

For Canada-Ontario Job Grant Training Agreements that include in-class instruction and the Ministry Training Contribution is less than \$1,500;

- If a monitoring site visit to the training provider has already been conducted during a Funding Year and the Ministry Training Contribution is less than \$3,000 for any subsequent Canada-Ontario Job Grant Training Agreements that include in-class instruction;
- For Canada-Ontario Job Grant Training Agreements that do not include in-class instruction;
- If the training provider is a School Board within the meaning of the *Education Act*, a College of Applied Arts and Technology, or a publicly funded assisted university.

Employer Monitoring

The Service Provider shall:

- Validate financial and training activities, such as confirmation of employer payments to training providers and the progress of training activities; and
- Manage issues related to participating employers and/or individuals that were identified during or after service planning.

A site visit is required where a job placement is occurring.

Decisions to conduct additional monitoring and the frequency and intensity of this monitoring will vary based on a range of factors that include:

- Scale, cost and complexity of training and/or job placements;
- Extent to which the employer used planning and referral services (e.g., an employer requiring extensive assistance identifying their workforce needs may warrant additional monitoring); and
- Employment barriers of unemployed individuals hired by the employer to fill a job vacancy and/or who are participating in a job placement

3.2.2. Exit

For Canada-Ontario Job Grant, exit occurs when employers and individuals are no longer actively participating in training, have decided against continuing with service, or cannot be assisted further.

Employers and individuals receiving services supported by the Grant each have their own service plan(s) and closure of these plans trigger the exit date from which subsequent employer and individual follow-ups are conducted. Prompt and timely closure of these plans is required to gather information related to program outcomes.

For employers, the service plan must be closed after the last training participant associated with the Grant agreement has completed their training and has had their training plan closed.

For individuals, the service plan must be closed after completion of training and/or the job placement, whichever service was the last to be finished.

3.2.3. Follow-Up

Follow-up with both employers and individuals is required as part of Canada-Ontario Job Grant delivery.

Follow-up includes the collection of information on the outcomes of training, job placements (if applicable) and important customer satisfaction feedback on services received.

Follow-up requirements are as follows:

For Employers:

- 100 per cent follow-up at three and twelve months post-exit to ensure that information on training impact and customer satisfaction is captured.

For Individuals:

- 100 per cent follow-up at three and twelve months post-exit to track short and longer-term employment and training outcomes.

4. PERFORMANCE MEASUREMENT

4.1. Performance Management Systems

To ensure consistency throughout the province, the Ontario Public Service (OPS) uses performance management systems that support high quality customer service and outcomes, in a transparent and accountable manner.

Performance management systems evaluate service effectiveness, provide benchmarks to ensure a consistent standard of service quality to all customers, and help service providers set targets for service improvement. Performance management systems also support ongoing program design, development, innovation and decision-making.

A transparent performance management system ensures that everyone involved (individuals, clients, employers, communities, delivery organizations, the funder) understands service quality expectations, measurement, system performance, and opportunities for improvement. The expectations related to service delivery and outcomes are clear and service quality standards and continuous improvement result in more satisfied clients, service deliverers and funders.

One of the characteristics of effective performance management systems at maturity is using verifiable data on actual performance to set baseline performance standards. Over time, baseline standards are also adjusted to reflect changes to system-wide performance. As part of the annual business planning cycle, the Ministry is responsible for confirming the performance baselines for the following year. The Ministry may also change performance measure definitions and data indicators over time, as data becomes available for analysis and communication with service providers enhances our knowledge and understanding.

4.2. Interim Performance Measurement

The Canada-Ontario Job Grant engages employers to support their skills training needs and initial performance focus will be on the measurement and collection of data to support the development of baseline performance standards, and from which an overall service quality standard may subsequently be determined. As such, the full performance management system for the Canada-Ontario Job Grant program is being implemented in stages and will take several years to fully implement.

In order to obtain a deeper understanding of the return on public investment, and the impacts on various types of trainees benefitting from the program, the Ministry will require service providers to collect information against a broader set of performance indicators.

While the Ministry has developed employer and individual-focused suitability indicators for measuring program effectiveness as part of a future performance management system for the Grant, further information is required before these are applied to funding decisions.

The Ministry will convey additional strategic guidance and direction to service providers through future iterations of these program guidelines and through the regular annual business planning cycle.

In the interim, service providers delivering the Grant are responsible for reporting on employer and participant profile, service and outcomes data in the Employment Ontario Information System-Case Management System (EOIS-CaMS). Service Providers are also required to capture and track information in EOIS-CaMS about Employer Incentive and Individual Support decisions.

4.3. Dimensions and Measures of Service Quality Success

Three broad dimensions of service delivery success are used across OPS performance management systems and provide the framework by which performance will be measured:

- Effectiveness;
- Customer Service; and
- Efficiency.

Within each dimension of service quality, core measures of performance are identified. At maturity, the three dimensions will be balanced and weighted to indicate their value when combined to measure overall service quality.

4.3.1. Effectiveness

The **effectiveness** of the program is measured by three core performance measures:

1. the **suitability** of those being served through the program (i.e., employers, incumbent workers and job-matched individuals);
2. the **service impact**, or what the program achieves; and
3. the **customer value** of the program, as perceived by those whom the program serves.

Employer suitability is measured using the following indicators:

| INDICATORS OF SUITABILITY (employers) | DEFINITION |
|---------------------------------------|--|
| Contribution to Skills Training | The employer's contribution towards the total Eligible Training Costs exceeds minimum Ministry requirements. |
| Commitment to Skills Training | <ul style="list-style-type: none">• The employer has previous experience in providing employment opportunities through job placements and/or job trials, and has had successful outcomes.• The employer demonstrates willingness to offer flexible work arrangements to employees participating in training |
| Commitment to Support Job-seekers | The employer hires and trains an unemployed individual to fill a job vacancy. |
| Job Creation | The employer is using the Grant to support efforts to expand their workforce. |
| Job Advancement | The employer indicates that the identified skills training is necessary to enable an incumbent worker to remain in their current position or for an incumbent worker to take on a new position offering greater responsibilities and/or pay. |
| Job Quality | <ul style="list-style-type: none">• The employer is utilizing the Grant to support job positions which are considered secure, i.e., the job is permanent vs. contract position.• The employer is utilizing the Grant to support job positions which provide greater financial security for |

| INDICATORS OF SUITABILITY (employers) | DEFINITION |
|--|---|
| | employees, i.e., the hours of work are full-time vs. part-time. |

Individual suitability for job placements examines identified client and market barriers to employment. This measure ensures that where service providers are working with employers to identify appropriate candidates for potential job placements that service providers are prioritizing job-seekers most in need of services and who may also meet an employer's workforce development needs.

Individual suitability for Grant job placements is measured using the following indicators:

| INDICATORS OF SUITABILITY | DEFINITION |
|--|---|
| Age | The individual is: <ul style="list-style-type: none"> • younger than 20 years of age, • older than 44 years of age |
| Education level attained | The highest education level the individual has completed at service/program entrance is: <ul style="list-style-type: none"> • <= grade 12. |
| Education/credentials from outside Canada | The individual received: <ul style="list-style-type: none"> • Their highest level of education (high school diploma, college diploma/certificate, university degree) from outside Canada • Their regulated trade certificate or regulated professional accreditation from outside Canada (resulting in credentials not recognized in Ontario) |
| Lack of relevant, credible or Canadian work experience | The individual: |

| INDICATORS OF SUITABILITY | DEFINITION |
|--------------------------------------|--|
| | <ul style="list-style-type: none"> • Has never had paid employment in Canada or elsewhere (no work experience at all), • Has never had paid employment in Canada (have worked outside Canada), • Has limited skills and work experience that are inconsistent with labour market attachment/career goals or inconsistent with labour market needs/employer requirements |
| Time out of school, work or training | The individual has been out of school, or out of work, or out of training for 6 months or more (>26 weeks). |
| History of poor work retention | The individual has identified that he/she has been laid-off, quit or fired from at least 2 jobs within the last year. |
| Ineffective independent job search | The individual is unable to conduct a successful job search on their own in the competitive labour market, for various reasons, including: lack of knowledge of job search techniques; difficulty identifying their marketable skills and strengths; poor interviewing/communication skills; limited knowledge of the labour market; unclear how skills match employment opportunities, etc. |
| Source of Income | <p>The individual has identified his/her source of income as one of the following:</p> <ul style="list-style-type: none"> • Employment Insurance (EI) • Ontario Works (OW) • Ontario Disability Support Program (ODSP) • Dependant of OW, ODSP • No source of income • Crown Ward extended care and maintenance |

| INDICATORS OF SUITABILITY | DEFINITION |
|---------------------------|---|
| Language | The service provider has documented evidence that the individual's language skill is a barrier to employment. For example, language assessments based on the Canadian Language Benchmark (for newcomers) or literacy levels. |
| Labour Market Change | The individual has suffered a recent job loss (within the last 6 months) as a result of company/plant downsizing, closure, or layoff. |
| Indigenous Person | A person of Indigenous ancestry |
| Person with Disability | <p>The individual has self-identified as a person with a disability as defined by the <i>Accessibility for Ontarians with Disabilities Act (AODA)</i> and <i>Ontario Human Rights Code</i> definition</p> <p>Includes persons who have:</p> <ul style="list-style-type: none"> 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 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 |

| INDICATORS OF SUITABILITY | DEFINITION |
|---------------------------|--|
| | <ul style="list-style-type: none"> An injury or disability for which benefits were claimed or received under the insurance plan established under the <i>Workplace Safety and Insurance Act, 1997</i> (“handicap”). |
| Youth at Risk (15-29) | <p>At-risk youth may include:</p> <ul style="list-style-type: none"> Youth on social assistance; Indigenous youth; Visible minority youth; Youth who are recent immigrants; Youth with a disability; Youth with a poor educational attainment history, including literacy and language skills; Youth with a poor employment history; and Youth who live in communities or geographic areas with high youth unemployment. |

Service impact is a measure of the impact or outcome of the services provided. It measures what is different for the employer or participant as a result of participation in training through the Canada-Ontario Job Grant. Service impact is measured as follows:

- For employers:** at 3 months and 12 months after exit.
- For trainees:** at 3 months and 12 months after exit.

Service impact for employers is measured using the following outcome indicators:

| INDICATORS OF IMPACT (service outcome) | DESCRIPTION |
|--|--|
| Training Impact | Their skills/training needs were met. (Scale from 1-6) |
| Job Performance (incumbent workers only) | Has the employer seen an increase in the trainee’s productivity? (Yes or No) |
| Employee Retention | How many of the trainees have been retained by the employer? |

Service impact for trainees (incumbent workers and new hires) is measured using the following outcome indicators:

| INDICATORS OF IMPACT (service outcome) | DESCRIPTION |
|--|---|
| Employment Status | <p>The client:</p> <ul style="list-style-type: none"> • Is employed (paid employment with an employer) full-time or part-time • Is self-employed • Is both employed and in education (identified below) • Is both employed and in training (identified below) • Is employed and a registered apprentice <p>Was the job-matched individual retained by the employer beyond the probationary period? (Yes or No)</p> |
| Training Quality | Does the individual feel that they are utilizing the skills acquired in training? (Scale from 1-6) |
| Credential Obtainment | Did the individual obtain any credential as a result of the training? |
| Job Quality / Advancement | <p>The individual has experienced an increase post-participation in either:</p> <ul style="list-style-type: none"> • Income • Hours worked <p>In the event that those two indicators have no change, a subjective measure could be used (i.e., the participant stating that it is a better job).</p> |

Customer Value is a measure of the employer's and trainee's overall assessment regarding value of the program. For employers, it measures whether the Canada-Ontario Job Grant is considered a worthwhile investment to support employers' workforce development needs. For trainees, it provides a measure of the perceived return on government investment for the program.

Customer Value is measured at 3 months after exit for both employers and trainees.

Service providers will ask employers: You would have accessed this training without COJG (Scale from 1 – 6)

Service providers will ask both employers and trainees: Do you think that Ontario should continue to deliver the Canada-Ontario Job Grant? (Yes or No)

4.3.2. Customer Service

The **Customer Service** dimension captures one core performance measure: **Customer Satisfaction**.

Customer Satisfaction is a measure of feedback from employers and trainees about the service they have received.

The service provider must follow-up with 100% of employers and trainees at 3 months after exit to obtain Customer Satisfaction feedback.

At 3 months after exit from service, employers who have received the Canada-Ontario Job Grant are asked by the service provider to rate (on a Scale from 1 to 6) how likely they are to recommend the program to other employers requiring assistance with their workforce development needs and if their expectations of the program were met.

At 3 months after exit from service, trainees are asked by the service provider to rate on a 1-6 scale, how likely they are to recommend the Canada-Ontario Job Grant to someone looking for similar services as those they received.

4.3.3. Efficiency

Efficiency is the third dimension of service quality, and includes one core performance measure, with three indicators:

- **Intake:**
 - The number of Grants delivered to employers;
 - The number of employers accessing the COJG program;
 - The number of individuals using the program, including:
 - Incumbent workers
 - New Hires

5. ADMINISTRATION

5.1. Program Facilities

5.1.1. Accessibility for Persons with Disabilities

The service provider must have the ability to deliver the contracted service in a facility that is readily accessible to individuals, including persons with disabilities.

Where services are not fully accessible to persons with physical disabilities, the service provider must have a plan to accommodate these individuals, by serving them in an accessible location or through partnership with another organization.

When appropriate, service providers can refer persons with disabilities to the services of the Ontario Disability Support Program (ODSP). ODSP helps individuals with their unique needs, and provides a range of supports for employment and independence, such as technological aids, supports, devices, and personnel supports such as transcribing and sign language interpretation.

Accessibility for Ontarians with Disabilities Act, 2005 (AODA)

Through the AODA, Ontario is developing mandatory accessibility standards that will identify, remove, and prevent barriers for people with disabilities in key areas of daily living. The standards are being developed to achieve real results, in stages. The AODA is expected to be fully implemented by 2025. The areas addressed by the AODA standards will include: customer service; employment; information and communication; transportation; the built environment.

Additional information on the [Accessibility for Ontarians with Disabilities Act, 2005](#) is available online through:

Publications Ontario

777 Bay Street

Toronto, Ontario

Tel: 1-800-668-9938, or in Toronto at (416) 326-5300

5.1.2. Facility Co-Location

The Ministry recognizes the importance of co-location arrangements with community stakeholders such as Apprenticeship, other Employment Ontario programs, other ministries (such as MNDM and MCI) and other community services. These

arrangements may be established to enhance good customer service, community access, and cost efficiency.

Where Canada-Ontario Job Grant is co-located with other programs and services, Grant administrative funds must be used to cover only costs directly related to the delivery of the Grant.

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.

Employment Ontario service providers will be contracted to provide Canada-Ontario Job Grant services in French in the 25 communities designated under the FLS Act, and in an additional 10 communities identified by the *Federal Official Languages (OLA) Act*.

Identified service providers in designated communities must offer the following in French:

1. Outreach

- Marketing materials (brochures)
- Outreach strategies developed and conducted

2. Oral Communications

- Telephone
- In person, such as interviews, visits, meetings, workshops and/or information sessions and consultations

3. Written Communications

- Correspondence such as letters and faxes
- Email, interactive databases and Internet

4. Signage and Public Notices

- Interior and Exterior

5. Forms and Documents

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

Additional information on the [French Language Services Act](#) is available online.

5.3. Acknowledgement of Government Support

5.3.1. Ontario Government

Il products, events, services, or programming resulting from Canada-Ontario Job Grant 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 may not alter or add to it in any way.

Further details acknowledging Ontario government financial support can be found in the [Visual Identity and Communication Guidelines for Employment Ontario Services](#):

5.3.2. Government of Canada

All products, events, services, or programming resulting from Canada-Ontario Job Grant funding must include federal identification and recognize the Government of Canada's financial assistance. Additional information regarding identification and recognition will be provided in subsequent communications and/or future iterations of these guidelines.

5.4. Access to Information and Protection of Privacy

Service providers must protect the personal information they collect, use and disclose in order to deliver and report on the Canada-Ontario Job Grant. Privacy-related obligations are articulated in sections 2.3(a) and 7.2 and article 9 of the Agreement and service providers must have privacy policies that ensure compliance.

5.5. Information Management Requirements

Service providers are expected to develop and maintain relevant and up-to-date systems for planning, monitoring, and reporting program activity and expenditures for each funded site. 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 reimbursement to employers, according to the terms and conditions of the training or placement agreement
- Protect trainee privacy in accordance with the agreement with the Ministry, including records through storage in a secured system, for both electronic and manual records
- Make records accessible for audit purposes by identifying them in a distinct manner, rather than only by name
- Cross-reference employer information with that of trainees related to the same Grant.
- Ensure records and information are used for ongoing evaluation of services to clients and employers.

5.5.1. Data Security/Storage

Service provider retention schedules for Grant-related records are the same as those for electronic records. Service providers must establish procedures and timelines for archiving client records, including determining how and when client records are deleted and stored.

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 kept under “lock and key”.

Standard measures for safeguarding information can include:

- Storing hard copy personal information in lockable file cabinets;
- Adopting and maintaining a clean-desk policy;
- Locking all unattended personal information (both hard copy and electronic);
- Locating computers so that unauthorized individuals cannot view information;
- Not leaving personal information on voicemail; and
- Avoiding sending personal information by fax.

Other Resources:

- [IPC Practice Direction: Safeguarding Privacy in a Mobile Workplace](#)
- [IPC Fact Sheet #10 - Secure destruction of Personal Information](#)

5.6. Canada-Ontario Job Grant Documentation Requirements

Service providers have different documentation requirements depending on the approval or denial of the Canada-Ontario Job Grant applications.

Records for all approved Canada-Ontario Job Grant applications must:

- Include a completed, signed and dated Canada-Ontario Job Grant Employer Application form;
- Include completed, signed and dated Canada-Ontario Job Grant Participant Registration forms for each trainee participating in training;
- Employer and trainee service plans for all participating employers and trainees and documentation of any other planning and referral services provided;
- Rationale to support Grant funding decision based on the COJG application assessment tool and other relevant information, including job placements and incentives and supports for employers and individuals;
- Include a completed, signed and dated Canada-Ontario Job Grant Training Agreement;
- Include (if applicable) completed, signed and dated Canada-Ontario Job Grant Placement Agreement(s);
- Documentation related to the disbursement of training funds to the employer and (if applicable) training supports to the trainee;
- Documentation of mandatory site visits and other monitoring conducted; and
- Documentation of employer and trainee follow-up and outcomes.

Service Provider Records for all denied Canada-Ontario Job Grant applications must include:

- A completed, signed and dated Canada-Ontario Job Grant Employer Application form; and
- Rationale to support Grant denial decision based on the COJG application assessment tool and other relevant information, including all eligibility and suitability considerations.

5.7. Forms

The forms for the Canada-Ontario Job Grant Program are:

- Canada-Ontario Job Grant Employer Application form;
- Canada-Ontario Job Grant Employer Registration for Consortium form;
- Canada-Ontario Job Grant Participant Registration form; and
- Canada-Ontario Job Grant Placement Agreement.

These forms are mandatory and **may not be altered** by the service provider.

All Canada-Ontario Job Grant program forms are available on the [Employment Ontario Partners' Gateway](#) (EOPG).

Workplace Insurance

These forms are required of all employers participating in the Canada-Ontario Job Grant program. Service providers must ensure that employers with Workplace Safety and Insurance Board (WSIB) coverage complete the WSIB forms as necessary. These forms may not be modified:

Workplace safety and insurance forms can be found on the [forms section of the Workplace Safety and Insurance Board website](#), including:

- Employer's Report of Injury/Disease (Form 7);
- Employer's Subsequent Statement Form (Form 9); and
- Letter of Authorization to Represent Placement Employer.

5.8. *Employment Standards Act*

The *Employment Standards Act* (ESA) governs Canada-Ontario Job Grant job placements. More information on the ESA can be found on the [Ministry of Labour](#) website or by calling the Information Centre at 1-800-531-5551, or in Toronto at (416) 326-7160.

The [Employment Standards Act](#) is available on-line.

5.9. *Ontario Human Rights Code*

Service providers and employers participating in Canada-Ontario Job Grant must be familiar with and comply with the requirements of the *Ontario Human Rights Code*.

The Ontario [Human Rights Code](#) is available online 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) 314-4500

The Ontario Human Rights Commission is located at:

180 Dundas Street West - 7th floor

Toronto, Ontario

M7A 2R9

5.10. Trainee Placement Insurance

Workplace Safety

The Employer must provide Workplace Safety Insurance Board coverage for their employees participating in a Canada-Ontario Job Grant job placement, if their business is legally required to have WSIB. [Information for employers about WSIB](#), including which types of business are required to have WSIB coverage can be found on the Ministry of Labour's website.

Employers who are not legally required to have WSIB coverage for their employees can voluntarily apply to WSIB by contacting the Ministry of Labour. The Ministry of Labour has also posted [information for employers on filing a WSIB claim](#)

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

5.11. Third Party Liability Insurance

The employer must have third party liability insurance to cover the costs of damages caused by participants while on the job.

Service providers **must** only place participants with employers who have adequate third party liability as advised by its insurance broker **and** WSIB coverage or other alternate workplace safety coverage.

The placement agreement requires employers to declare which coverage they have as follows:

- WSIB coverage for industries/businesses where it is compulsory; **or**
- WSIB coverage for industries/businesses where it is not compulsory; **or**
- Alternate workplace safety insurance; **and**
- Third party general liability insurance.

5.12. Employment Ontario Tools

Employment Ontario program and service material produced by the Ministry can be found on the [tools section of the EOPG](#).

The [Employment Ontario section of Ontario.ca](#) may also be helpful in referring clients to other services.

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

Appendix I: List of First Nations Eligible Under the Canada-Ontario Job Grant

- Aamjiwnaang First Nation (Sarnia)
- Alderville First Nation
- Algonquins of Pikwakanagan First Nation
- Animbiigoo Zaagi'igan Anishinaabek (Lake Nipigon Ojibway)
- Anishinaabeg of Naongashiing (Big Island)
- Aroland First Nation
- Atikameksheng Anishnawbek (Whitefish Lake)
- Attawapiskat First Nation
- Aundeck Omni Kaning First Nation
- Bearskin Lake First Nation
- Beausoleil First Nation (Christian Island)
- Beaverhouse First Nation
- Big Grassy First Nation
- Biinjitiwaabik Zaaging Anishinaabek (Rocky Bay)
- Bingwi Neyaashi Anishinaabek (Sand Point)
- Bkejwanong Territory (Walpole Island)
- Brunswick House First Nation
- Caldwell First Nation
- Cat Lake First Nation
- Chapleau Cree First Nation
- Chapleau Ojibwe First Nation
- Chippewas of Georgina Island
- Chippewas of Kettle & Stony Point
- Chippewas of Rama First Nation
- Chippewas of Nawash Unceded First Nation (Cape Croker)
- Chippewas of Saugeen
- Chippewas of the Thames First Nation
- Constance Lake First Nation
- Couchiching First Nation
- Curve Lake First Nation
- Deer Lake First Nation
- Delaware Nation (Moravian of the Thames)
- Dokis First Nation
- Eabametoong First Nation
- Eagle Lake First Nation
- Flying Post First Nation
- Fort Albany First Nation
- Fort Severn First Nation

- Fort William First Nation
- Ginoogaming First Nation (Long Lac #77)
- Asubpeeschoseewagong Netum Anishinabek (ANA)
- Hiawatha First Nation
- Henvey Inlet First Nation
- Hornepayne First Nation
- Iskatewizaagegan No. 39 Independent First Nation
- Kasabonika Lake First Nation
- Kashechewan First Nation
- Keewaywin First Nation
- Kiashke Zaaging Anishinaabek (Gull Bay)
- Kingfisher Lake First Nation
- Kitchenuhmaykoosib Inninuwug (Big Trout Lake)
- Koocheching First Nation
- Lac Des Mille Lacs First Nation
- Lac La Croix First Nation
- Lac Seul First Nation
- Long Lake #58 First Nation
- Magnetawan First Nation
- Marten Falls First Nation
- Matachewan First Nation
- Mattagami First Nation
- MacDowell Lake First Nation
- M'Chigeeng First Nation (West Bay)
- Michipicoten First Nation
- Mishkeegogamang First Nation (New Osnaburgh)
- Missanabie Cree First Nation
- Mississauga #8 First Nation
- Mississaugas of the New Credit First Nation
- Mississaugas of Scugog Island
- Mitaanjigaming (Stanjikoming) First Nation
- Moccreebec Council of the Cree Nation
- Mohawks of Akwesasne
- Mohawks of the Bay of Quinte
- Moose Cree First Nation
- Moose Deer Point First Nation
- Munsee-Delaware Nation
- Muskrat Dam First Nation
- Naicatchewenin First Nation

- Namaygoosisagagun First Nation
- Naotkamegwanning First Nation (Whitefish Bay)
- Neskantaga First Nation, (Lansdowne House)
- Nibinamik First Nation
- Nigigoonsiminikaaning First Nation
- Nipissing First Nation
- North Caribou Lake First Nation (Weagamow or Round Lake)
- North Spirit Lake First Nation
- Northwest Angle No. 33 First Nation
- Northwest Angle No. 37 First Nation
- Obashkaandagaang (Washagamis Bay)
- Ochiichagwe'Babigo'ining Nation, (Dalles)
- Ojibways of Batchewana
- Ojibways of Garden River
- Ojibways of Onigaming (Sabaskong)
- Ojibways of Pic River (Heron Bay)
- Oneida Nation of the Thames
- Pays Plat First Nation
- Pic Mobert First Nation
- Pikangikum First Nation
- Poplar Hill First Nation
- Rainy River First Nation
- Red Rock Indian Band (Lake Helen)
- Sachigo Lake First Nation
- Sagamok Anishnawbek First Nation
- Sandy Lake First Nation
- Saugeen First Nation, (Savant Lake)
- Seine River First Nation
- Serpent River First Nation
- Shawanaga First Nation
- Sheguiandah First Nation
- Sheshegwaning First Nation
- Shoal Lake No. 40 First Nation
- Six Nations of the Grand River Territory
- Slate Falls First Nation
- Taykwa Tagamou (New Post)
- Temagami First Nation, Bear Island
- Thessalon First Nation
- Wabaseemoong First Nation

- Wabauskang First Nation
- Wabigoon Lake First Nation
- Wahgoshig First Nation, (Abitibi #70)
- Wahnapiatae First Nation
- Wahta Mohawks, (Mohawks of Gibson)
- Wapekeka First Nation
- Wasauksing First Nation, (Parry Island)
- Wauzhushk Onigum First Nation, (Rat Portage)
- Wawakapewin First Nation
- Webequie First Nation
- Weenusk First Nation (Peawanuk)
- Whitefish River First Nation
- Whitesand First Nation
- Whitewater Lake First Nation
- Wikwemikong Unceded Indian Reserve
- Wunnumin Lake First Nation
- Zhiibaahaasing First Nation (Cockburn)

Appendix II – Canada-Ontario Job Grant Contributions

| Business Description | Impact to Employees |
|---|--|
| <p>Businesses with less than 100 employees</p> | <p>Current Employees (per Employee)</p> <ul style="list-style-type: none"> • Grant = 5/6 of eligible training costs (maximum Grant = \$10,000) • Employer contribution = 1/6 of eligible training costs <u>plus</u> any additional training costs over \$10,000, if applicable. <p>Unemployed Job-seekers (per Job-seeker)</p> <ul style="list-style-type: none"> • Grant = 100% of eligible training costs (maximum Grant = \$15,000) • Employer contribution = any additional training costs over \$15,000, if applicable. |
| <p>Businesses with 100 or more employees</p> | <p>All Employees and New Hires (per Employee)</p> <ul style="list-style-type: none"> • Grant = ½ of training costs up to maximum Grant = \$10,000) |

| Business Description | Impact to Employees |
|----------------------|---|
| | <ul style="list-style-type: none"> • Employer contribution = ½ of training costs <u>plus</u> any additional training costs over \$10,000, if applicable. |

For all businesses and employees:

Maximum Grant per Incumbent Trainee = \$10,000

Maximum Grant for Small Business Training a Previously Unemployed New Hire Trainee = \$15,000

Eligible Training Costs (see Section 2.6.2. for full details):

- Tuition or other training provider fees;
- Textbooks, software and other materials required to complete skills training (e.g. training clothing, tools, equipment, disability supports as noted below);
- Mandatory student fees;
- Examination fees; and
- Travel costs.