

PARTICIPANT GUIDE – MARCH 2013

Employment Ontario Employment Services

MTCU Service Delivery Branch

Best Practices and Understanding Results



BBMDCONSULTING

Table of Contents





Introduction.....	3
What you will require.....	3
GROUP INTRODUCTIONS	4
Agenda.....	5
Guiding Principles for a Great Day!.....	6
Three Priority Areas of Focus	7
Network Interviews.....	8
2011 MTCU Network Training.....	9
2012 MTCU Network Training.....	10
Purpose of today's facilitated session	11
Session Objectives	12
Program Performance and Program Integrity	14
Exercise: Program Integrity – the costs and the benefits	15
Section 1 Learning Objectives.....	17
1.1 Understanding OW within ES.....	18
What do we know about OW in Ontario?	19
Fast Facts about Social Assistance	19
SAR Income Supports:.....	20
Exercise: Vulnerable, Multi-barriered Clients	21
1.2 Interconnect	22
a) Needs Assessment	22
b) Potential Service Interventions.....	25
Exercise: Multi-Barriered Clients – In small groups.....	25
c) Data Entry, Data Integrity	29
d) OW in Reports	30
What if my numbers don't look right?	31
Detailed Service Quality Report.....	32
Formal versus Informal Referral	36
15B Profile Plan	39
1.3. OW Best Practices and Concerns - Case Studies	44

Section 2 Learning Objectives.....	47
2.1 Understanding JMPI within ES.....	48
Who is JMPI for?.....	49
Flow through Funds – Placement Incentives.....	50
2.2 Interconnect:.....	52
a) Needs Assessment	52
b) Potential JMPI Service Interventions	56
c) Data Entry, Data Integrity	58
d) JMPI in Reports	59
Detailed Service Quality Report	60
#15B Profile Plan	64
Employer Placement #15C Report.....	66
2.3 JMPI Best Practices and Concerns - Case Studies	67
Section 3 Learning Objectives.....	71
3.1 Understanding Job / Training Retention	72
Who is Retention for?.....	73
3.2 Interconnect:.....	74
a) Needs Assessment	74
b) Data Entry, Data Integrity.....	78
c) Potential JMPI Service Interventions	
d) Retention in Reports	79
Detailed Service Quality Report	80
#15B Profile Plan	84
#15B Profile Plan	85
15D Outcomes Follow up Report	87
3.3 Retention Best Practices and Concerns - Case Studies ...	89
Next Steps.....	92

Introduction

Best Practices and Understanding Results

Welcome! This participant guide is intended to support your learning, generate dialogue and act as a reference for future review. The materials presented within this guide are intended to complement and expand upon the materials readily available through the Employment Ontario Partners Gateway (EOPG). **It is recommended that you familiarize yourself with all of the materials listed in the recommended reading section of this guide.**

ICON KEY	
	Understanding Group Dialogue
	Using Data
	Connecting to CaMS
	Share Practices

How to use this Manual

The “icon key” at left is intended to guide your experience both in this guide and throughout the learning.

When you see an icon, there is work to do!

Your active participation, explorative questions and interest in moving to solutions will help ensure that you get the most out of this day.

What you will require

1. Your “Best Practices and Understanding Results” Guide (this one!)
2. Your Detailed Service Quality Report (#11 DSQ), your Profile/Plan Report (#15B), your Employer Placement (15C) report and your Outcomes Report (#15D), and
3. Calculator

GROUP INTRODUCTIONS



Chances are you are sitting in the room with a lot of really bright, committed individuals that also believe that the highest quality, innovative service delivered in a customer-focused manner will achieve the best outcomes for everyone.

What can you learn from them?

Today and in the future, consider these people your team mates. Cooperation, collaboration and best practice sharing within your program, throughout your community and across the province will help us all bridge the gap between individuals seeking employment and employers seeking people with the skills to meet their business needs.

Make a connection with someone. Consider the following questions as they make sense for your connection:

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

Agenda

Best Practices and Understanding Results

Employment Service – Service Provider Sessions

9:00

Introduction

9:30

Priority Areas of Focus:

	Exercise #1. Ontario Works	Exercise #2. Job Development	Exercise #3. Retention
Topics to be covered	<div> <p>1) How do these components fit within ES?</p> <p>2) Interconnect:</p> <ul style="list-style-type: none"> a) Needs Assessment b) Potential Service Interventions c) Data Entry and Integrity d) What are your reports telling you? <p>3) Explore Case Studies and Best Practices from the network</p> </div>		
3:30-4:00	Wrap-up		

Guiding Principles for a Great Day!

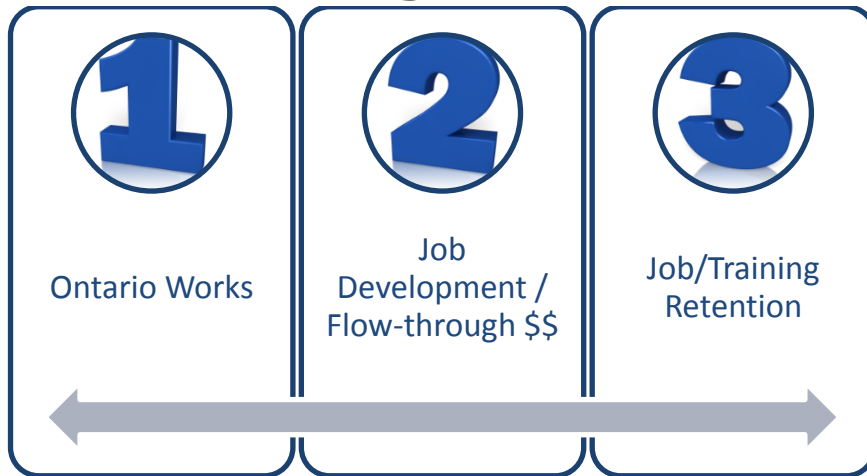
Everyone comes into a facilitated learning day hopeful that the time and energy committed will be well worth it.



We all contribute to the experience, both with the energy and attitude that we bring, as well as how we choose to create and maintain a positive and safe sharing environment. Guiding principles are like ‘rules of play’ – they outline what we expect from each other, as well as what we will personally commit to.

What are the principles that you think are important for our day to be successful?

Three Priority Areas of Focus



Why these priorities?

You might be wondering how we came to these priorities.

- 1 Firstly, Employment Ontario Employment Services (EOES) operates in a complex and integrated environment, where many provincial ministries are all working together to achieve real results for Ontarians. Recent reviews, namely the Social Assistance review and the Reform of Public Service Review, have pointed to the need for better integration between provincial programs, and a stronger focus on achieving real and lasting results for the most vulnerable populations in Ontario.
- 2 Secondly, the 2013-14 business planning process commanded a stronger focus on working with Ontario Works clients, not just on increasing the numbers served, but also focusing on the services provided and the results achieved.
- 3 Thirdly, MTCU data analysis demonstrates a need for a stronger emphasis on vulnerable client populations, the services they receive and the results they achieve. While the ES network has demonstrated tremendous progress over the last three years, we must continue to challenge ourselves to meet the needs of those who need us most, and create more self-serve options for those that require less direct and intensive supports.
- 4 Lastly, these three priority areas were supported through MTCU consultations with the ES External Reference Group, stakeholders, and various representatives.

Network Interviews

An important part of understanding results, developing strategies, and designing content for this session was to better understand the factors that can influence outcomes for clients.

To gather this information and to help develop case studies for use in the learning session, MTCU selected 16 organizations to be interviewed. The case studies are a blend of the information gathered, and **do not identify or reflect any one Service Provider** that participated in the interviews. The details of the interviews will remain anonymous.

The service providers selected were representative of

- every sector,
- every region,
- both small and large centres,
- both English and French delivery;
- diverse labour market realities.

Many agencies invited various levels of staff to participate in the interview.

The objectives of the interviews were:

1. to better understand through the use of data, the results being achieved by the network
2. to use this understanding to develop strategies that will increase client and program success, and
3. to share this knowledge through learning sessions with Service Providers.

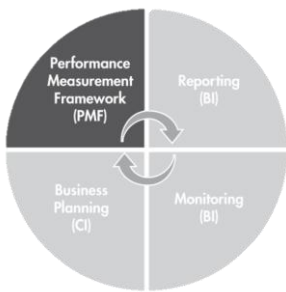
Each interview lasted between 1.5 hours – 3 hours, and focused on one or more of the three key areas of social assistance recipients, job development and retention, and the effective use of incentives and flow-through funds. This information was used to inform the development of this training session.

The interview guide used can be found at the end of your training guide, in Appendix #2

2011 MTCU Network Training

Employment Services Performance Management System for Service Delivery Site (SDS) Managers

The first ES network training focused on:



- The definition and components of the ES Performance Management System
- How MTCU measures performance within the ESPMS
- The responsibilities of SDSs to achieve the commitments set out in the MTCU agreement and Schedule B and to build organizational/service provider capacity to deliver quality results
- The processes and tools available to help SDSs deliver and manage outcomes-based employment services
- Their next steps to managing the ES transition

This training was designed as a “train the trainer” and is available on the EOPG website.

Participant Guide:

http://www.tcu.gov.on.ca/eng/eopg/publications/20110619_es_pms_sdsm_training_guide.pdf

Training Slides:

http://www.tcu.gov.on.ca/eng/eopg/publications/20110619_es_pms_sdsm_training.pdf

2012 MTCU Network Training

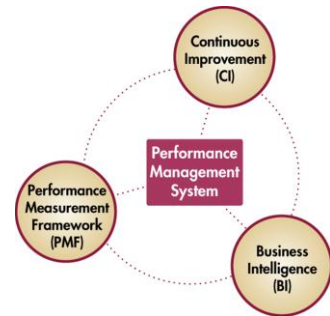
Reporting: Data Integrity and Data Analysis for Service Delivery Sites

The second ES network training (Developed by Parker and conducted by Angela Hoyt) in 2012 focused on:

Supporting Service Deliver Sites to build capacity related to **business intelligence** to improve the quality of data entered into EOIS-CaMS and to improve data analysis so MTCU and SDS have verifiable data to make solid business decisions.

The overall learning objectives were:

- Data integrity; “business intelligence” (BI) and SDS BI roles and responsibilities;
- Data used to evaluate SDS performance and make business decisions
- Importance of performing service delivery analysis
- Resources for data integrity and data analysis



This training was designed as a “train the trainer” and is available on the EOPG website.

Participant Guide:

http://www.tcu.gov.on.ca/eng/eopg/publications/es_reporting_dia_for_sds.pdf

Training Slides:

http://www.tcu.gov.on.ca/eng/eopg/publications/041712_es_sds_reporting.pdf

Purpose of today's facilitated session

This one-day session is to support SDS managers to build capacity in data analysis and understanding results while sharing and learning best practices.

The session is “train the trainer” based and will integrate discussion and case scenarios regarding data analysis, review of results, and best practices relating to Ontario Works, Job Development/ the effective use of Incentives and Flow-Through funds and Job/Training Retention.

The facilitated session will break down these key elements into three core discussions that will demonstrate how results can be reviewed, achieved, analyzed and improved upon from a Service Delivery Site (SDS) perspective.

The intended audience is the SDS manager or designate, who are responsible for reviewing / analyzing reports and your organizations performance. The sessions will be an “on the ground” look at the reports and what they are telling you about performance and program delivery.

Upon completion of the facilitated discussions, you should be able to:

- ✓ Understand how reports and statistical data are interconnected and interdependent of the seven associated core measures
- ✓ Understand how data can be utilized to support evidence-based decision making
- ✓ Have a better understanding of how your organization is performing
- ✓ Identify best practices based on performance analysis
- ✓ Comprehend the relationship between the dimensions, measures and indicators by identifying the source of the information with CaMS
- ✓ To better understand how particular populations groups are being served/not being served and the services they are receiving/not receiving
- ✓ Fully understand the importance of data integrity

Due to the structure of the facilitated sessions the consultant will not be in a position to provide any analysis or explanation of individual results, MTCU budget/funding decisions or information about the Employment and Training Service Integration consultation process.

Session Objectives

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

Everything we do *and don't do* has an impact on the results clients achieve.

Every employment program strives towards achieving their vision, guided by mandates and anchored by values and guiding principles. MTCU's performance measurement system not only operates within this environment, but it can also give you the tools you need to measure and evaluate how your program is doing, what it is doing and NOT doing, while giving you the intelligence you need to continuously improve... *if you know where to look and what to look for.*

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

Many ES service providers are now very comfortable with their key performance report, the "DSQ" or the Detailed Service Quality Report.

Today we are also going to dive into a few operational reports, reports that, *when understood*, can help managers understand:

- how their service is operating,
- what services are being provided/not being provided to which client groups,
- What 'story' your data is telling
- How the data relates to each other – interconnected AND interdependent
- Explore best practices and continuous improvement.

We hope to hear a lot from you along the way!

3. Connect data in the reports to the CaMS system

We will also facilitate some dialogue regarding the challenges, concerns and solutions on where this data fits into the CaMS system.

Of course, data *in* equals data *out*, and if staff do not understand how and where to put their data *into* the system, then you might not agree with what you see coming *out*.

Please note your facilitator is NOT A CaMS EXPERT.

We have a lot of heads in the room today with a lot of CaMS expertise and knowledge. Anything that cannot be answered today will be recorded in the parking lot, and brought to MTCU for clarification.

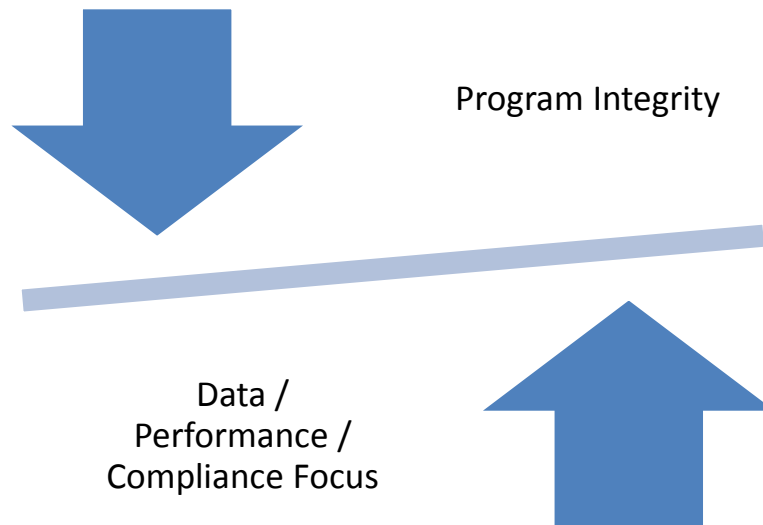
4. Explore best practices in the network

We will aim to share, explore and discuss some best practices, both as they exist in the room today as well as what we found on our network interviews.

It is important to recognize that each and every service provider in the network operates within their own unique service culture and within their unique communities – *what works well in one community may not transfer to another*.

Consider yourself an action researcher – understand your issues and where you want to go, try different solutions, measure results, learn and adjust accordingly!

Program Performance and Program Integrity



We believe that every person that chooses to deliver social services does so because *they believe in the work and genuinely want to make a change.*

‘What gets measured gets done’ is a very real, well researched and documented **phenomenon** of outcome based performance measurement systems. Only sometimes, **what gets done isn’t what was hoped for...** Bus drivers that don’t pick up passengers to meet measured time schedules, cashiers that ‘subtotal’ after each item to make their performance appear quick (while taking more time!), employment counsellors that claim people are working because they didn’t answer their phone during work hours in order to achieve 69% outcomes...

This occurs largely when people put TOO MUCH of their focus on achieving numbers (at any cost), and they can sometimes forget about the REAL PEOPLE along the way. Performance on paper goes up, but program integrity goes down.



Today’s session is anchored in both – keeping your eye on performance and targets WHILE ensuring the integrity of the program that you are delivering.

Exercise: Program Integrity – the costs and the benefits



What are the potential impacts on each stakeholder?

Program Stakeholder	Impact of Poor Program Integrity:	Impact of Strong Program Integrity:
Client / Client's Family		
Program Staff		
Impact on Managers		
Taxpayer		
MTCU (Funder)		
Ontario		



Best Practices and Understanding Results

SECTION ONE

ONTARIO WORKS

Section 1 Learning Objectives

1.1 Better understand OW within ES

1.2 Interconnect:

1.2.a. Needs assessment

1.2.b. Potential Service Interventions

1.2.c. Data entry

1.2.d. OW in Reports

1.3 Explore best practices and concerns from the network

1.1 Understanding OW within ES

Why are we focusing on OW?

There is an interest in improving how social assistance recipients interact with Employment Ontario's Employment Service and the outcomes they achieve through that interaction.

1 In the 2008 *Poverty Reduction Strategy*, the Ontario government committed to reviewing social assistance, with a focus on removing barriers and increasing opportunities for people to work. It subsequently appointed the Social Assistance Review Advisory Council to provide advice on a proposed scope for the review. Taking into account the advice of this Council, in late 2010 the government announced the appointment of Frances Lankin, United Way Toronto's past President and CEO, and Munir A. Sheikh, Canada's former Chief Statistician, to lead the Commission for the Review of Social Assistance in Ontario.

"Social assistance as it is now sidelines people with disabilities and condemns too many people to a life of poverty and isolation," said Lankin. "We heard from recipients across the province that they want to work, and are able to work, but they need the right support to reach their goals. Putting people on a path to a better life reduces poverty and strengthens our communities, contributing to greater economic prosperity for all Ontarians." October 24, 2012 News Release

The Commission for the Review of Social Assistance was tasked with a finding ways to make the system fairer for all clients, easier for them to access and understand, and more effective at connecting people to jobs.

2 Earlier, the Commission on the Reform of Ontario's Public Services (Drummond Report) made a series of recommendations that included focusing the efforts of Employment Ontario on clients who need complex interventions and to streamline and integrate other employment and training services with Employment Ontario, including the bulk of the employment and training service component of social assistance.

"...the majority of unemployed Ontarians whom EO serves require minimal intervention. Interactions with these clients should be made as efficient as possible through the use of low-cost, self-serve tools (e.g., online resources) to allow staff to focus on more intensive cases.

Recommendation 9-1: Focus the efforts of Employment Ontario on clients who need complex interventions. Streamline clients requiring modest intervention to low-cost, self-serve resources as efficiently as possible.

Chapter 9: Employment and Training Services, Drummond

3 But perhaps more importantly, employment services are about helping all Ontarians find and retain a job.

"A skilled workforce is essential to the future economy of the province. We cannot afford to fail to maximize the potential of our labour force."

Deb Matthews, December 2004 Review of Employment Assistance Programs

What do we know about OW in Ontario?

Ontario Works provides employment and financial assistance to people who are in temporary financial need.

The employment assistance helps people become and stay employed and includes job search support services, basic education and job skills training, community and employment placement, supports to self-employment, Learning, Earning and Parenting, addiction services and earning exemptions that allow participants to earn income as they move back into the workforce.

- In December 2012, there were 254,183 'cases' receiving OW, with 458,468 beneficiaries.
- Of those, 76,103 are sole support parent cases, with 209,795 beneficiaries.

*Adapted from
the
Commission
for the Review
of Social
Assistance in
Ontario
2013*

Fast Facts about Social Assistance

Age

- The average age of Ontario Works is 36

Family Composition

- **231,270** of 458,468 OW recipients are children
- About **75%** per cent of the children in families receiving Ontario Works benefits are in families led by sole-support parents.

Education

- Grade 12 – 13: **33%**
- Post-Secondary: **24%**
- Less than Grade 12: **43%**

Expenditures on Social Assistance (OW+ODSP) – 2011-2012:

- Expenditures for social assistance were **\$8.3 billion**.
- Provincial social assistance expenditures totalled **\$7.5 billion**.
- Provincial expenditures for Social Assistance employment services totalled **\$214 million**.

SAR Income Supports:

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

* 2008 as latest year for LIM-AT benchmark.

Adapted from the Ontario Poverty Report, 2011

Exercise: Vulnerable, Multi-barriered Clients



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

*What are some of the **challenges** that may be present?*

2) How might these challenges present themselves to an employment counsellor?

1.2 Interconnect

a) Needs Assessment

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

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

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

3.1-3, EOES Guidelines, 2012

Does your organization have a needs assessment?

Does it support consistent, equitable and defensible service decisions?

Indicators of Client Service Need

- **Demographics:** basic information about the client's gender, age, and education
- **Performance Indicators:** characteristics of clients which prevents them from performing as required on the job. Job Developers work with employers to redefine job requirements in order to place candidates with these characteristics.
- **Market Perceptions:** characteristics of job candidates which lead potential employers to form negative biases or perceptions about the desirability of the client and their ability to perform on the job. Such characteristics block the access of clients to the competitive market even though the characteristic may not impeded their potential to perform on the job.
- **Motivation:** attitudes which prevent clients from initiating the job search or participating fully in the activities required to secure and maintain employment.
- **Work Habits:** On-the-job behaviours and attitudes which employers desire in prospective clients
- **Interpersonal Skills:** refers to the lack of skills associated with clients who have difficulties in maintaining positive relationships with employers and/or work peers.
- **Employment Expectations:** refers to the needs for assistance in clarifying the clients' job preferences or understanding how their skills meet opportunities in the job market.
- **Self-Marketing:** ability of clients to successfully present themselves to employers in the competitive or hidden job markets.
- **Stability Issues:** lifestyle patterns, personal situations, or self-management issues that may impede the ability of the client to initiate a successful job search and remain employed.

3.1- EOES Guidelines, 2012

Tips and Traps

Randomly pull 10 “Assisted Client” Files

- 1) Are they cookie cutter?

If so, the needs assessment is not likely being done.

- 2) Do action plans focus WHOLLY on self-marketing skills (resumes, cover letters, etc.)?

If so, the needs assessment is not likely being done.

- 3) Ask at your next staff meeting for your team to define “work habits” or “Interpersonal Skills”. Do you hear a consistent definition?

If not, the needs assessment is not likely being done consistently.

- 4) Ask at your next staff meeting for your team to describe the tools / strategies / interventions they use to deal with / support “Work habits”, “Motivation”, or “Interpersonal Skills”. Do you hear solid or consistent answers?

If not, the needs assessment may not align to your toolkit / interventions

b) Potential Service Interventions

Exercise: Multi-Barriered Clients – In small groups



For *vulnerable clients with multi-barriers* (including, but not limited to, some OW clients), what kinds of challenges might show up in each area of need? How might you respond? Where would you capture this response in CaMS?

EOES Service Need Indicators:	a) Possible Presenting Challenges:	b) Possible ES service response:	c) Where would you capture this response in CaMS?
<p><u>Demographics:</u> This includes basic information about the client's gender, age, and education.</p>			
<p><u>Performance Indicators:</u> focuses on characteristics of candidates which will prevent them from performing as required on-the-job. Job developers work with employers to redefine job requirements in order to place candidates with performance indicator problems.</p>			

EOES Service Need Indicators:	a) Possible Presenting Challenges:	b) Possible ES service response:	c) Where would you capture this response in CaMS?
<p><u>Market Perceptions:</u> Refers to characteristics of job candidates which lead potential employers to form negative biases or perceptions about the desirability of the candidate and their ability to perform on the job. Such characteristics block the access of clients to the competitive market even though the characteristics may not impede their potential to perform on-the-job.</p>			
<p><u>Motivation:</u> Refers to attitudes which prevent clients from initiating the job search or participating fully in the activities required to secure and maintain employment.</p>			

EOES Service Need Indicators:	a) Possible Presenting Challenges:	b) Possible ES service response:	c) Where would you capture this response in CaMS?
<p><u>Work Habits:</u> Refers to on-the-job behaviours and attitudes which employers desire in prospective candidates.</p>			
<p><u>Interpersonal Skills:</u> Refers to the lack of skills associated with clients who have difficulties in maintaining positive relationships with employers and/or work peers.</p>			

EOES Service Need Indicators:	a) Possible Presenting Challenges:	b) Possible ES service response:	c) Where would you capture this response in CaMS?
<u>Employment Expectations:</u> Refers to the need for assistance in clarifying the candidates' job preferences or understanding how their skills meet opportunities in the job market.			
<u>Self-Marketing:</u> Refers to the ability of clients to successfully present themselves to employers in the competitive or hidden job markets.			
<u>Stability Issues:</u> Refers to lifestyle patterns, personal situations, or self-management issues that may impede the ability of the candidate to initiate a successful job search and remain employed.			

c) Data Entry, Data Integrity



Knowing *how, where, when and what kind* of data to enter into the CaMS system is critical for ensuring that:

- a. You have the valid data / business intelligence required to measure and assess the effectiveness and efficiency of your service,
- b. You are accurately reflecting your work efforts to your funder;
- c. You have the ability to make strategic business decisions, supported by data you trust
- d. You can celebrate successes and best practices, while course correcting as necessary.



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

1 2 3 4 5 6 7 8 9 10

Not at all
Confident

Unsure

Highly
Confident

How would you know?

d) OW in Reports

How can you use your reports to assess your service to OW clients?

Or, perhaps you are interested in exploring how people with disabilities are being served, or newcomers? *Youth? First Nations? Women? Older Workers?*

When you can trust the integrity of your data, you are presented with a wealth of information that will help you and your staff both improve and celebrate successes.

In this section, we are going to focus our attention on OW clients in reports – **recognizing that the process is very similar for most population groups you might want to focus on and explore.**

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

- 1) The number of OW clients you are serving, relative to your overall number of assisted service clients
- 2) What kind of services OW clients are receiving / not receiving
- 3) What kind of interventions OW clients are receiving / not receiving
- 4) What kind of results OW clients are achieving.
- 5) How to question whether the data story you are seeing *makes sense*.

What if my numbers don't look right?

If the numbers you see in your reports today do not look **right** to you, that is your early warning that something is going **wrong**.

The good news is **now you know**, and can take steps to correct it.

Data in your reports that cause you concern are typically due to one of three things:

- 1) **Data Integrity** – Staff are doing great work, but they are not accurately capturing their efforts in CaMS. You can usually assess this by looking for evidence in files and interviewing / exploring with staff.
- 2) **Staff Performance** - Staff are not doing the work, and you see no evidence of it. Why not? Consider, is it:
 - a. A Skill issue?
 - b. A Motivation issue?
 - c. An Environmental issue?
 - d. Some combination of the above?
- 3) **Technology** – is there a glitch in the system somewhere? A great way to test this is to connect with ES providers in your community to see if they are also having issues. If they are, it may be systemic. If they are not, it may be isolated. Either way, contact the ES Help Desk for assistance.

PLEASE NOTE THAT YOUR FACILITATOR CANNOT HELP YOU UNDERSTAND WHY YOU MAY BE SEEING THE RESULTS THAT YOU ARE SEEING TODAY, AND WILL REDIRECT YOU TO YOUR MTCU CONSULTANT.

Detailed Service Quality Report



Your #11 Detailed Service Quality report is a **high level** performance report that reflects your performance against the 7 core measures and the Service Quality Standard. **It only reflects the information of clients that have been EXITED in the fiscal year.**

For more information on this report, please review the 2012 Data Integrity Training.

This is NOT your strongest report for telling you about OW in your service, however, there are some high level 'clues' that allow you to test *if what you are seeing makes sense*.

- 1) What is the number of OW clients you are serving, relative you your overall number of assisted service clients??

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

Not enough detail! 15B...

But useful for others...

The DSQ is not overly helpful for exploring the number of OW clients that you are serving, relative to your overall number of assisted service clients. The reason for this is OW is a *sub-indicator* of the broader indicator, "Source of Income". You cannot tell on this report how many of the 103,747 clients identified as "source of income" are OW or not – *you need the #15B report, Profile/Plan*.

However, you **can** readily see how many of your other client populations types are being served by your agency, **but you must calculate the % yourself.**

Here's how:

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

Consider the Ontario results on the previous page. What % of clients are:

Over 44?	<div style="border-bottom: 1px solid black; display: inline-block; width: 100px; text-align: right;">134,532</div>	=	<div style="border-bottom: 1px solid black; display: inline-block; width: 100px;"></div>
Have never worked?	<div style="border-bottom: 1px solid black; display: inline-block; width: 100px; text-align: right;">134,532</div>	=	<div style="border-bottom: 1px solid black; display: inline-block; width: 100px;"></div>
Are Aboriginal Persons?	<div style="border-bottom: 1px solid black; display: inline-block; width: 100px; text-align: right;">134,532</div>	=	<div style="border-bottom: 1px solid black; display: inline-block; width: 100px;"></div>

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

Age <20?	=	<div style="border-bottom: 1px solid black; display: inline-block; width: 100px;"></div>
Age >44?	=	<div style="border-bottom: 1px solid black; display: inline-block; width: 100px;"></div>
≤Grade 12?	=	<div style="border-bottom: 1px solid black; display: inline-block; width: 100px;"></div>
Educated outside Can.?	=	<div style="border-bottom: 1px solid black; display: inline-block; width: 100px;"></div>
Credentials not recognized?	=	<div style="border-bottom: 1px solid black; display: inline-block; width: 100px;"></div>
Worked, but not in Can?	=	<div style="border-bottom: 1px solid black; display: inline-block; width: 100px;"></div>
No work experience?	=	<div style="border-bottom: 1px solid black; display: inline-block; width: 100px;"></div>
Employment Skill?	=	<div style="border-bottom: 1px solid black; display: inline-block; width: 100px;"></div>
> 26 wks SWT?	=	<div style="border-bottom: 1px solid black; display: inline-block; width: 100px;"></div>
Poor work retention	=	<div style="border-bottom: 1px solid black; display: inline-block; width: 100px;"></div>
Job Search	=	<div style="border-bottom: 1px solid black; display: inline-block; width: 100px;"></div>
Source of Income	=	<div style="border-bottom: 1px solid black; display: inline-block; width: 100px;"></div>
Language Skill	=	<div style="border-bottom: 1px solid black; display: inline-block; width: 100px;"></div>
Labour Market Change	=	<div style="border-bottom: 1px solid black; display: inline-block; width: 100px;"></div>
Persons with Disability	=	<div style="border-bottom: 1px solid black; display: inline-block; width: 100px;"></div>
Aboriginal Person	=	<div style="border-bottom: 1px solid black; display: inline-block; width: 100px;"></div>

2) What kind of services are OW clients receiving / not receiving?

Again, the DSQ is not overly helpful for this question, due to the fact that OW is part of a larger indicator. However, it is useful for seeing what types of services OTHER client populations groups are receiving.



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

Not enough detail! 15B...

But useful for others...

Consider the above populations.

What % of each population received JMPI supports? Retention supports?

E.g.: ≤ Grade 12 in Job JMPI?

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

$$6,573 \div 56,416 = 12\%$$

12% of people ≤ Grade 12 are receiving Job Development services. **88% are not.**

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

3. What kinds of interventions are OW clients receiving / not receiving?

Detailed Service Quality Report:

Here, the DSQ will only give you a few hints on the kinds of interventions that clients are receiving.

Earlier, we spoke about the importance of the Needs Assessment. We also explored some of the needs of multi-barriered clients, and some of the potential service responses that might be considered.



Referrals out are an important part of an effective service relationship. Consider the scenarios below- what kinds of referrals would you **hope** to see?

Scenario (Dec. 2012 Ontario data)	Referrals?
56, 416 clients ≤ Grade 12	
30, 342 clients Educated outside Canada	
2, 259 clients whose credentials aren't recognized	
75,230 clients with Employment Skill issues	
16, 788 clients with Language Skill Issues	
42, 010 clients with Labour Market Change Issues	
53, 858 > 6 months SWT	

Please refer to MTCU's **SERVICE QUALITY MEASURES AND INDICATORS** to clearly understand the CaMS referral out Categories. Consider aligning your service referrals to this list for easier tracking!

http://www.tcu.gov.on.ca/eng/eopg/publications/es_performance_indicators_definitions.pdf

Formal versus Informal Referral

It is important to recognize that only FORMAL referrals are to be captured in CaMS.

Service Coordination is a core measure under the customer service dimension. There are 4 indicators that make up the Service Coordination measure, these include:

- Referred In
- Referred Out – registered in education / training to compete high school or equivalent
- Referred Out – registered/participating in training
- Referred Out – registered or confirmed receiving services with other community resources that support employability.

“Referred In” means the individual was formally referred to ES through a recognized referral process, not word of mouth.

Under the “Referred in” indicator there is a pick list that can be chosen from. All categories count, except for “no response” and “ES Service Provider”.

For both **Referred in** and **Referred Out** indicators, there is an expectation that these referrals are STRUCTURED AND FORMALIZED. That means there must be some form of established protocol between the two organizations- and which is mutually understood and adhered to – in order to ensure that the client referral protocol is meeting the needs of both parties.

The exact nature of HOW the referral protocol is to be set up and maintained is between those two parties.

Please see the December 2, 2011 ES Memo “**Service Coordination Calculation, Clarification on the Referred in indicator and What is a Formalized Referral**” for more details, available on the EOPG.

3. What kinds of interventions are OW clients receiving / not receiving?

Scenario (Dec. 2012 Ontario data)	Service Coordination	YTD All Participants
• 56,416 clients ≤ Grade 12	1. Referred in	33,798/134,532
• 30,342 clients Educated outside Canada	2. Referred out - registered in Ed/Trg to complete high school or equivalent	1,742/134,532
• 2,259 clients whose credentials aren't recognized	3. Referred out - registered /Participating in training	21,987/134,532
• 75,230 clients with Employment Skill issues	4. Referred out - registered or confirmed receiving services with other community resources that support employability	4,987/134,532
• 53,858 > 6 months SWT		

There is no right or wrong answers when exploring your referrals – however, they should get you thinking about the kinds of interventions your agency supports for multi-barriered clients.

Only you can look at your numbers and know if they make sense. If you are seeing zeros in your data, this may present an opportunity to start building formal arrangements within your community!

Detailed Service Quality Report – page 3

Supports

Again, while exploring your reports is not an exact science, sometimes looking for trends can help you question, challenge and celebrate what is happening within your organization.

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

Considering what we have learned so far about the various populations being served by ES Ontario, what might you expect to see with support dollars? Does this make sense? Again, there is not a right of wrong answer, just great questions to help you better explore and understand your service.

Considering what you have learned so far about your various populations, do your support expenditures make sense?

Employment & Training Supports

- Financial supports (up to \$500.00) to remove barriers to job search (i.e. certification, transportation, work boots, temporary child care)
- Based on need an Low Income “Market Basket Measure” Thresholds by MBM Region
- Flow through funds

2.7-4 EOES 2012 Guidelines

15B Profile Plan

Your 15B gives you information about your clients, where they have come to you from, where you have sent them, and a high level overview of expenditures.

We are going to start with the Participant Profile section – Pages 3-6. (please use your own report)

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

And what service components are they receiving?

PARTICIPANT PROFILE		All Assisted Participants		Job Search		Job Placement		YTD Job Retention		All Unassisted Participants	
AGE		128,755	100%	128,690	100%	11,303	100%	11,541	100%	3,203	100%
5 <20		6,189	5%	6,023	5%	1,053	9%	878	8%	101	3%
20-24		10,534	15%	10,109	15%	2,883	25%	2,172	19%	354	11%
25-29		17,816	14%	17,408	14%	1,842	16%	1,628	14%	388	12%
30-44		43,832	34%	42,989	34%	3,140	28%	3,489	30%	1,240	39%
45-54		27,482	21%	27,125	21%	1,643	15%	2,224	19%	762	24%
55+		14,102	11%	13,946	11%	742	7%	1,170	10%	360	11%
5 >44		41,584	32%	41,071	32%	2,385	21%	3,394	29%	1,122	35%
Average Age		43		37		33		36		39	
PREFERRED LANGUAGE OF SERVICE		128,755	100%	128,690	100%	11,303	100%	11,541	100%	3,203	100%
English		124,613	97%	122,583	97%	10,946	97%	11,403	99%	3,160	98%
French		4,142	3%	4,107	3%	357	3%	138	1%	53	2%
GENDER		128,755	100%	128,690	100%	11,303	100%	11,541	100%	3,203	100%
Female		64,619	50%	63,753	50%	5,109	46%	5,267	46%	1,612	50%
Male		63,852	50%	62,656	49%	6,167	55%	6,248	54%	1,589	50%
Undisclosed		284	0%	281	0%	27	0%	26	0%	2	0%
5 Disabled		5,440	4%	5,329	4%	482	4%	722	6%	133	4%
5 Aboriginal		3,273	3%	3,214	3%	298	3%	383	3%	70	2%
Visible Minority		12,220	9%	12,088	10%	1,035	9%	866	8%	304	9%
Newcomer		11,390	9%	11,275	9%	910	8%	618	5%	259	8%
Deaf/Hearing Impaired		53	0%	51	0%	5	0%	7	0%	1	0%
Francoophone		2,212	2%	2,196	2%	215	2%	72	1%	32	1%

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

	All Assisted Participants		Job Search		Job Placement		YTD Job Retention		All Unassisted Participants	
	#	%	#	%	#	%	#	%	#	%
SOURCE OF INCOME	128,596	100%	126,546	100%	11,294	100%	11,534	100%	3,189	100%
5 Employment Insurance	27,565	21%	27,317	22%	1,129	10%	1,878	16%	1,002	31%
5 Ontario Works (OW)	17,281	13%	17,094	13%	1,197	11%	2,003	17%	440	14%
5 Ontario Disability Support Program (ODSP)	2,264	2%	2,209	2%	274	2%	303	3%	80	3%
5 Dependent of ODSP/OW	1,225	1%	1,196	1%	131	1%	148	1%	42	1%
5 Crown Ward	210	0%	204	0%	20	0%	26	0%	2	0%
Employed	5,367	4%	5,195	4%	440	4%	408	4%	170	5%
Self Employed	725	1%	713	1%	32	0%	49	0%	12	0%
5 No Source of Income	50,081	39%	49,252	39%	5,556	49%	4,135	36%	920	29%
Other	23,888	19%	23,406	18%	2,505	22%	2,494	22%	521	16%

Ontario Works in Ontario ES December 2012

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

Consider both the number of OW clients being served in Ontario, as well as the service components that OW clients are accessing. Is this what you would expect to see?

Now consider your own OW data. What are your observations?

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

15B Profile Plan

Pages 1 – 4: Service Coordination (please use your own report)

- 1) Considering what you know about your client population and your formal referral arrangements, what **referrals to other programs** might you **expect** to see? What **are** you seeing? **Observations?** Pg. 1

	All Assisted Participants		Job Search		Job Placement		YTD Job Retention		All Unassisted Participants	
	#	%	#	%	#	%	#	%	#	%
REFERRALS TO OTHER PROGRAMS (NON-MINISTRY DELIVERED)	10,299	13%	10,150	13%	954	8%	2,417	21%	945	26%
Credentialed Assessment	418	3%	418	3%	12	1%	28	1%	23	3%
EO - Action Center	10	0%	10	0%	0	0%	0	0%	0	0%
EO - Apprenticeship Program - Co-op Diploma Apprenticeship Program	20	0%	20	0%	1	0%	2	0%	1	0%
EO - Apprenticeship Program - Other	412	3%	380	2%	153	16%	92	4%	20	2%
EO - Apprenticeship Program - Pre-Apprenticeship Program	155	1%	154	1%	19	2%	24	1%	19	2%
EO - Employment Ontario Service Provider - Other	719	4%	714	4%	16	2%	77	3%	39	5%
EO - Employment Service Provider	620	4%	617	4%	21	2%	44	2%	36	4%
EO - Literacy and Basic Skills Service Provider	1,352	8%	1,347	8%	63	6%	118	5%	87	10%
EO - Local Boards	388	2%	388	2%	23	2%	74	3%	0	0%
EO - Ontario Job Bank	4,467	27%	4,440	26%	353	37%	1,208	50%	32	4%
EO - RRTS	2	0%	2	0%	0	0%	0	0%	0	0%
General Education Development	468	3%	464	3%	21	2%	46	2%	17	2%
Government Services Municipal	580	4%	566	4%	19	2%	108	4%	25	3%
Government Training Federal - Other	1,643	10%	1,631	10%	59	6%	142	6%	71	8%
Government Training Federal - Youth Employment Strategy	582	4%	573	4%	18	2%	54	2%	96	11%
Government Training Provincial - Other	982	6%	978	6%	15	2%	103	4%	34	4%
High School	306	2%	304	2%	8	1%	37	2%	15	2%
Independent Learning Centre	886	5%	881	5%	40	5%	85	4%	30	4%

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

	All Assisted Participants		Job Search		Job Placement		YTD Job Retention		All Unassisted Participants	
	#	%	#	%	#	%	#	%	#	%
REFERRED IN	128,755	100%	128,690	100%	11,203	100%	11,541	100%	9,203	100%
EO - Action Center	239	0%	238	0%	11	0%	13	0%	3	0%
EO - Apprenticeship Program - Co-op Diploma Apprenticeship Program	12	0%	12	0%	2	0%	0	0%	1	0%
EO - Apprenticeship Program - Ontario Youth Apprenticeship Program	40	0%	34	0%	37	0%	8	0%	0	0%
EO - Apprenticeship Program - Other	94	0%	86	0%	23	0%	11	0%	10	0%
EO - Apprenticeship Program - Pre-Apprenticeship Program	81	0%	66	0%	29	0%	6	0%	11	0%
EO - Employment Ontario Service Provider - Other	2,011	2%	1,943	2%	200	2%	192	2%	101	3%

15B Service Coordination

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

	All Assisted Participants		Job Search		Job Placement		YTD Job Retention		All Unassisted Participants	
	#	%	#	%	#	%	#	%	#	%
2 Referred Out - Registered for education/training to complete high school or equivalent	1,011	1%	1,500	1%	78	1%	955	1%	58	2%
General Education Development	468	29%	404	29%	21	27%	46	28%	18	31%
High School	308	19%	304	19%	8	10%	37	22%	12	21%
Independent Learning Centre	855	54%	881	54%	40	63%	85	52%	28	48%
Referred Out - Registered participating in training	18,314	13%	18,189	13%	371	3%	1,071	9%	1,895	52%
Freepayer	146	1%	146	1%	0	0%	4	0%	75	5%

- 4) Considering what you know about your client population and your formal referral arrangements, what **referrals out to other community resources** might you expect to see? **Observations?**

	All Assisted Participants		Job Search		Job Placement		YTD Job Retention		All Unassisted Participants	
	#	%	#	%	#	%	#	%	#	%
2 Referred Out - Registered or confirmed receiving services with other community resources that support employability	4,720	4%	4,878	4%	211	2%	577	5%	952	5%
Credential Assessment	418	9%	418	9%	12	6%	28	5%	20	12%
EO - Action Center	10	0%	10	0%	0	0%	0	0%	0	0%
EO - RRTS	2	0%	2	0%	0	0%	0	0%	7	0%
Ontarioservice Munit.	580	12%	588	12%	19	9%	108	19%	24	15%
Ontario Disability Support Program	288	6%	290	6%	15	7%	20	5%	15	9%
Ontario Works	1,457	30%	1,421	30%	91	40%	164	34%	38	23%
Child Care	79	0%	78	0%	3	0%	16	0%	2	0%
Educational/Academic Services	708	0%	705	0%	24	0%	94	0%	22	0%
Financial Planning	145	0%	145	0%	5	0%	17	0%	5	0%
Health/Counselling Services	480	0%	454	0%	16	0%	60	0%	20	0%
Housing Services	202	4%	200	4%	17	8%	44	8%	10	6%
Language Services - Assessment	321	0%	320	0%	5	0%	14	0%	10	0%
Legal Services	92	0%	91	0%	4	0%	15	0%	1	0%
Newcomer Services	301	0%	298	0%	5	0%	22	0%	12	0%
Regulatory Bodies	123	0%	122	0%	8	0%	14	0%	1	0%

15B Ontario December 2012

According to our earlier observations, there were 17, 281 OW clients opened in ES between April – December 2012.

The formal referrals to other community resources below do not align to just OW clients, but instead reflect all formal referrals for all 128, 755 clients with a start date in this fiscal year. $2297/128,755 = 2\%$ of all clients served.

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

Observations? What does your data look like?

1.3. OW Best Practices and Concerns - Case Studies



BBMD interviewed 16 service provider organizations across Ontario, to learn more about the practices, challenges, successes and results experienced when working with Ontario Works clients.

Here are some of the key trends and conclusion:

1. **Those serving the highest % of OW clients have designed a purposeful organizational culture within their organization.** Processes and procedures are in place to deal with potential bias, and counsellors case conference to build unique strategies and supports. Strong suite of interventions in place to support multi-barriered.
 - In addition, those with the greatest number of OW clients objected in some way to viewing income source as a proxy for “difficult to serve”. Vulnerable, multi-barriered populations, regardless of income source, require more personal and innovative services.
2. Make and work the plan, based on thoroughly and holistically assessed needs. Start to end, build milestones, etc. Constant and intentional monitoring and contact.
3. Integrated service delivery – must work closely with community services, case management approach.
4. Co-location where possible has very distinct advantages.
5. Budget for and take the time to serve multi-barriered clients - more personal services (less self-service), smaller steps, longer time, also focus on pre-employment services, working with and referrals to community partners.

OW Case Study #1 – low OW participation and results

We are a multi-program (multiple funding sources) employment organization, including but not limited to Social Services programs, WSIB, ODSP, and Settlement programs. We're in a 'bedroom community' to a larger urban centre. OW in this location does not run an EOES program, but does deliver municipal employment programs.

The ES "Case Managers" develops, monitors and works the plan with client, and refers to JD once a client has the appropriate skills. Job Developers work to find employers who are prepared to work with individuals. Our ES population served by this organization is highly educated, recently unemployed, and largely management positions. We serve a low OW population. In a very professional setting, strategically located service.

Data Results:

- Ontario Works 5%
- 71% employed outcomes for whole population
- 33% employed outcomes for OW (*discoverable in Data Files & #18 Activity*)
- 25% suitability
- 20% suitability in JMPI
- 0 OW clients in JMPI
- 0 OW clients in Retention
- 23% service coordination

OW Case Study #2 – high OW participation and results

Relationship with OW a priority and took years to foster. Presentations were made to council to inform of benefits of strategic relationship. We work with the OW caseworker to move clients forward. Pre-employment and life skills are embedded in the process - because clients come for a job, not life skills.

Motivational, work retention, lack of marketable skills, lower education, addiction problems, and criminal justice problems... Important to work cooperatively with Ontario work case workers.

Strong referrals both internally and externally including strong mental health supports. Staff are trained in constructivist approaches, and are in constant contact, constant interventions. There is never a lag in service.

Data Results:

- Ontario Works 43%
- 71% employed outcomes for whole population
- 76% employed outcomes for OW (*discoverable in Data Files & #18 Activity*)
- 34% suitability
- 34% suitability in JMPI
- 60% of OW clients in JMPI
- 63% of OW clients in Retention
- 42% service coordination

1. What are your general observations about each case study?



2. What do you like/dislike about each?

3. How do you relate to either?

4. What would you like to see change in your organization in the next 6 months?

Section 2 Learning Objectives

2.1 Better understand Job Matching Placements and Incentives (JMPI) within ES

2.2 Interconnect:

2.2.a) Needs assessment

2.2.b) Potential Service Interventions

2.2.c) Data entry

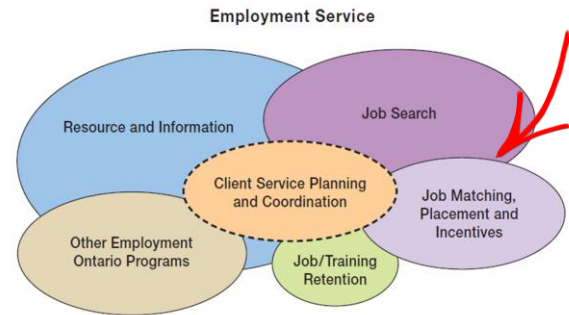
2.2.d) JMPI in Reports

2.3 Explore best practices and concerns from the network

2.1 Understanding JMPI within ES

The five components of the Employment Service are:

- Client Service Planning and Coordination
- Resource and Information
- Job Search
- Job Matching, Placement and Incentives
- Job/Training Retention.



JMPI

Where a client requires a work experience or on-the-job training placement, JMPI offers matching of skills and interests with employment opportunities and needs.

Clients expect support in matching their skills, capabilities, interests and experience with employer/position requirements, and placement into employment and/or on-the-job training opportunities, including job test and hire, work experience and community volunteer placements. Basic WHMIS and other Workplace Safety information and training is also available.

Key suitability indicators would be those related to market perceptions, such as little or no relevant work experience, work experience from outside Canada and language barriers.

Employers are seeking the skills and human resources they need to achieve their business goals, and may require financial incentives to offset the cost of providing on-the-job training, and work-experience. Employers may receive financial incentives to provide on-the-job training, including apprenticeship training, work experience opportunities and/or skill level/employability assessments for participants in trial placements.

2.2-7 EOES Guidelines, 2012

Who is JMPI for?

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

As the Employment Ontario transformation evolves, this component of the service may also evolve to include a larger role in access to and support for training.

3.4-1 EOES Guidelines, 2012

Job Development is a tool in your toolkit, and all tools have a purpose.



- 1) What is the ***purpose*** of Job Development within your program?

- 2) How do you decide who receives JMPI supports, and who does not?

Flow through Funds – Placement Incentives

The Placement Incentive for employers is intended to:

- Encourage employers to provide on-the-job training placements, work experience opportunities and/or skill level assessment to support an individual's employment/labour market goals consistent with the needs of the labour market
- Encourage employers to support participants in addressing gaps in their credibility, skills and experience
- Offset some of the employers' costs, such as temporary reductions in productivity, increased supervision requirements and out of pocket training expenses
- Encourage employers to register/hire and train a client as an apprentice.

Incentive levels must vary:

- Not all employers may want or need incentives
- Not all employers who receive incentives will receive the maximum amount. The amount of the incentive must be linked to the employer's commitments.
- The amount of the incentive will vary based on complexity of job skill level required and length of training required
- The amount of the incentive is up to a maximum of \$8000/individual
- The incentive is not related to the cost of the participant's wages

3.4-3 EOES Guidelines, 2012

Apprenticeship Scholarship

The Apprenticeship Scholarship of \$1000 supports individuals who require upgrading to meet the registration standards for apprenticeship training.

An individual must have an interest in apprenticeship, not have the necessary requirements for registering in a trade and able to achieve the necessary requirements within a year.

- Payment of \$500 is awarded up front when the individual is registered for upgrading and \$500 when the individual has successfully completed upgrading, is employed and is registered as an apprentice.

3.4-3 EOES Guidelines, 2012

2.2 Interconnect:

a) Needs Assessment

As outlined in Section 1 and in the EOES guidelines, it is MTCU's expectation that Employment Service providers use the indicators below when making decisions about which service components will most effectively help clients.

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

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

Do your JMPI staff consider the Suitability Indicators as well?

Consider how the indicators of client need “match up” with indicators of suitability.

Indicator of Client Service Need	Indicators of Client Suitability (see next page for definitions)
<ol style="list-style-type: none"> 1. Demographics 2. Performance Indicators 3. Market Perceptions 4. Motivation 5. Work Habits 6. Interpersonal Skills 7. Employment Expectations 8. Self-Marketing 9. Stability Issues 	<ol style="list-style-type: none"> 1) Age 2) Education level attained 3) Education /credentials from outside Canada 4) Lack of relevant, credible or Canadian work experience 5) Time out of school, work or training 6) History of poor work retention 7) Ineffective independent job search 8) Source of Income 9) Language 10) Labour Market Change 11) Aboriginal Person 12) Person with Disability
	<div data-bbox="730 1287 1192 1383" style="border: 2px solid #00AEEF; border-radius: 10px; padding: 10px; text-align: center; width: fit-content; margin: 0 auto;"> Observations? </div>

**SECTION TWO –
JOB DEVELOPMENT AND FLOW THROUGH FUNDS**

Indicator	Definition
1) Age	<ul style="list-style-type: none"> • younger than 20 years of age , or • older than 44 years of age
2) Education level attained	The highest education level the individual has completed at service/program entrance is: <ul style="list-style-type: none"> • </= grade 12.
3) Education / credentials from outside Canada	<ul style="list-style-type: none"> • their highest level of education (high school diploma, college diploma/certificate, university degree) from outside or • their regulated trade certificate or regulated professional accreditation from outside (resulting in credentials not recognized in)
4) Lack of relevant, credible or Canadian work experience	<ul style="list-style-type: none"> • has never had paid employment in or elsewhere (no work experience at all), • has never had paid employment in (have worked outside), • has limited skills and work experience that is inconsistent with labour market attachment/career goals or inconsistent with labour market needs/employer requirements
5) Time out of school, work or training	has been out of school, or out of work, or out of training for 6 months or more (>26 weeks).
6) History of poor work retention	has identified that he/she has been laid-off, quit or fired from at least 2 jobs within the last year.
7) Ineffective independent job search	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.
8) Source of Income	<ul style="list-style-type: none"> • Ontario Works, • Disability Support Program • No source of income • Crown Ward extended care and maintenance
9) 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.
10) Labour Market Change	has suffered a recent job loss (within the last 6 months) as a result of company/plant downsizing, closure, layoff
11) Aboriginal Person	has self identified as Indian (Status or Non-Status), Inuit, and Métis, or persons of Aboriginal Ancestry
12) Person with Disability	has self-identified as disabled as defined by the Accessibility for Ontarians with Disabilities Act (ADOA) and Ontario Human Rights Code definition

Flow through Funds – Placement Incentives

Consider both the indicators of service need and the indicators of suitability.

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

Does your decision process align to the client's assessed needs?

Y / N / Somewhat

If yes, how would you prove it?

Does your process align to the employer's commitments?

Y / N / Somewhat

If yes, how would you prove it?

b) Potential JMPI Service Interventions

JMPI presents a flexible and variable tool for both exploring and meeting the wide array of client needs.

JMPI service interventions include such activities as placement into part-time or full-time employment, on-the-job training opportunities, including such examples as job test and hire / job trial, work experience and community volunteer placements, as well as skill level/employability assessments.

Basic WHMIS and other Workplace Safety information and training should also be available.

Employers also expect JMPI support, in identifying human resource skill requirements, matching of position/workplace requirements to participant's skills, capabilities, interests and experiences as well as support for developing on-the-job training plans, and monitoring of placements to support success and retention.

A key finding from the network interviews was that strong JMPI services often refer to themselves as “an extension of the employer’s HR department”

b) Potential JMPI Service Interventions (cont'd)

Recognizing the complexity and diversity of client and employer needs, what are some typical JMPI Service Interventions that may be used to address some of the client service needs as outlined below?

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

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



c) Data Entry, Data Integrity

As outlined in Section One, knowing *how, where, when and what kind of* data to enter into the CaMS system is critical for ensuring that:

- a. You have the valid data / business intelligence required to measure and assess the effectiveness and efficiency of your service,
- b. You are accurately reflecting your work efforts to your funder,
- c. You have the ability to make strategic business decisions, supported by data you trust;
- d. Celebrate successes and best practices, while course correcting as necessary.



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

1 2 3 4 5 6 7 8 9 10

Not at all
Confident

Unsure

Highly
Confident

How would you know?

d) JMPI in Reports

How can you use your reports to assess your JMPI service?

When you can trust the integrity of your data, you are presented with a wealth of information that will help you and your staff both improve and celebrate successes.

In this training session, we are going to focus our attention on JMPI interventions and supports to employers.

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

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

Detailed Service Quality Report

Your DSQ is a great place to see how many and what populations of clients have accessed JMPI, what level of satisfaction employers have, if employers are receiving services in the RI, and the employed/training outcome rate.

We will simply be using the same techniques learned in module #1.

We will start with Customer Satisfaction, page #1 DSQ. Here are the results for Ontario, December 2012. Overall, the results in JMPI are very high.

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

How are your results? Is there a significant difference between your service components? Do you have employers being served in the RI? What are your observations?

**SECTION TWO -
JOB DEVELOPMENT AND FLOW THROUGH FUNDS**

Next, let's have a look at employed outcomes, bottom of page #1, DSQ.

You can see that the overall employed outcome in Ontario in December 2012 is 64%, while the employed outcome for Job Placement is 88%.

What do you notice about the number of full time vs. part time jobs?
Apprenticeships? Employed in area of training/choice?

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

Now have a look at your DSQ JMPI employment data. What are your observations?

**SECTION TWO –
JOB DEVELOPMENT AND FLOW THROUGH FUNDS**

Although we covered Suitability in Section 1 while we explored OW, it is worth repeating with a focus on JMPI.

Suitability, DSQ page #2, is a great way of seeing what populations of clients are accessing your JMPI. Having explored how JMPI fits into ES and into your service delivery earlier in this section, the hope is that you have a pretty solid idea of what you would *hope* to see.

Let's have a look at the Ontario data, December 2012. **PLEASE NOTE** that the % are **NOT** total population %, but are instead what percentage of the total suitability score that population represents.

In order to discover what percentage of a population is moving to JMPI, you must work with the hard numbers:

Number of client population group divided by Total # population group from the YTD all participants column = % of client population served by JMPI.

ES CM#	CORE MEASURES	YTD All Participants			YTD Job Placement		
		Num	Den	Actual	Num	Den	Actual
5	Suitability	588,968	134,532	31%	57,341	13,382	31%
	1A. Age <20	8,409		0%	1,525		1%
	1B. Age >44	41,926		2%	2,893		2%
	2. <= Grade 12	56,416		3%	6,573		4%
	3. Educated outside Canada	30,342		2%	2,429		1%
	4. Credentials not recognized	2,259		0%	191		0%
	5A. Worked, but not in Canada	9,838		1%	847		0%
	5B. No work experience	3,786		0%	582		0%
	6. Employment skill	75,230		4%	7,806		4%
	7. > 26 weeks Time out of school/work	53,858		3%	5,163		3%
	8. History of poor work retention	18,211		1%	2,307		1%
	9. Job search skill	117,194		6%	11,101		6%
	10. Source of income (EI, OW, ODSP, Dep OW/ODSP, Crown Ward, No source of income)	103,747		6%	10,084		5%
	11. Language skill	16,788		1%	1,751		1%
	12. Labour market change	42,010		2%	3,135		2%
	13. Persons with disability	5,767		0%	624		0%
	14. Aboriginal persons	3,187		0%	330		0%

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

**SECTION TWO –
JOB DEVELOPMENT AND FLOW THROUGH FUNDS**

Flow through allocation

Page 3 of the DSQ also shows you the average cost per placement. How do you compare to the average?

Allocations and Expenditures	Allocation	YTD All Participants			% Alloc Spent
		# Clients	Expend	Avg cost	
Operational Allocation	\$268,501,946				
Placement with incentive	\$40,038,500	12,719	\$22,929,795	\$1,802.80	57%
Apprenticeship employer signing bonus initial		430	\$395,600	\$920.00	
Apprenticeship employer signing bonus final		266	\$220,500	\$828.95	
Total Expenditures to Employers	\$40,038,500	13,415	\$23,545,895	\$1,756.19	59%

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

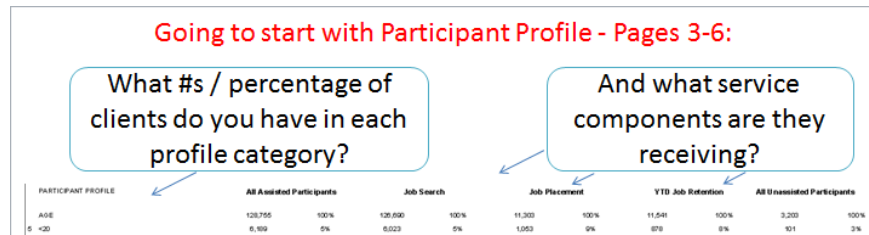
Allocations and Expenditures	YTD Job Search			YTD Job Placement		
	# Clients	Expend	Avg cost	# Clients	Expend	Avg cost
Transportation support	3,592	\$203,946	\$56.78	672	\$48,191	\$71.71
Clothing support	2,167	\$338,313	\$156.12	728	\$107,773	\$148.04
Special equipment support	518	\$105,969	\$204.57	250	\$61,875	\$247.50
Certification charges support	524	\$51,122	\$97.56	61	\$5,778	\$94.72
Training cost support	1,950	\$272,913	\$139.96	233	\$30,242	\$129.79
Childcare support	28	\$4,750	\$169.66	6	\$878	\$146.39
Language assessment support	44	\$4,929	\$112.02	5	\$692	\$138.36
Academic assessment support	430	\$67,192	\$156.26	26	\$4,904	\$188.61
Translation of academic documents support	63	\$10,769	\$170.94	0	\$0	
Workplace accommodation needs support	49	\$9,792	\$199.83	13	\$1,239	\$95.29
Other support	1,436	\$150,336	\$104.17	332	\$40,860	\$123.07
Apprenticeship Scholarship initial payment	69	\$44,000	\$637.68	43	\$27,500	\$639.53
Apprenticeship Scholarship final payment	60	\$35,000	\$583.33	43	\$27,500	\$639.53
Total Participant Employment and Training Supports	10,980	\$1,299,032	\$118.31	2,412	\$357,432	\$148.19

What are your observations on the Ontario December 2012 support data?

What do you observe in *your* data?

#15B Profile Plan

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



In the December 2012 Ontario #15B report, the average age of All Participants was 43 years old. However, the average age of Job Placement was 33 years old. Why do you think this is? While the math in CaMS seems off in some cases, there is an overall trend. *Do you notice a similar trend?*

PARTICIPANT PROFILE	Job Placement					Job Placement				
	Ontario	Central	Eastern	Northern	Western	Ontario	Central	Eastern	Northern	Western
	%	%	%	%	%	%	%	%	%	%
Age	128,755	45,227	16,693	9,262	29,077	11,303	3,933	1,299	1,134	2,475
Average Age	43	42	42	42	45	33	33	32	31	34

What do you observe in *your* data?

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

In the December 2012 Ontario #15B report, the gender ratio for females/males was 50/50. However, in JMPI, the ratio was 45/55, or almost 1000 more placements for men than women. Why do you think this is? Do you notice a similar trend in your data?

What do you observe in *your* data?

SECTION TWO – JOB DEVELOPMENT AND FLOW THROUGH FUNDS

Here are the trends of Source of Income from across the province in JMPI. The percentage in JMPI represents *what percentage of that particular client population received JMPI supports*. For example, OW clients make up 16% of the total ES assisted population in the East, but only 5% of these OW clients are receiving JMPI supports. **The remaining 95% are not.**

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

What do you observe in *your* data?

Here are a few more to consider. In the North, 12% of the assisted ES population is aboriginal, but only 11% of these clients are receiving JMPI supports. **The remaining 89% are not.**

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

What do you observe in *your* data?

Employer Placement #15C Report

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

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

What are your observations...

- 1) *With* versus *Without* Incentives?
- 2) # of placements with history? (it is mandatory that each placement has a work history recorded)
- 3) Average Wage? Why so low?
- 4) Diversity of profile types?
- 5) Others?

3. JMPI Best Practices and Concerns - Case Studies



1. Importance of strong, trusting **relationships**
2. **Everyone** markets to employers (not just Job Developers)- "hidden" labour market – **all eyes on the employer**
3. Spoke more of “MARKETING” THAN “SELLING”
4. Key value messages - **extension of HR department** - will do screening for qualified candidates, provide space for interviews, follow-up (job retention) etc.
5. Different definition of "Job Developer" - from marketing/liaison, to matching, to being "employment counsellor" after client is "job ready" (HOW DOES THIS CORRELATE TO PLACEMENT RESULTS?)
6. Importance of "right fit" - for many employers, incentive is less important. It is not the reason to have a job placement. Rather it helps make the job placement work.
7. Different approaches to incentive amounts - from matrix (client, employer criteria) to a case-by-case basis
8. Cooperation amongst job developers across centres in some locations
9. Some expressed that the numbers in CaMS re JMPI do not seem to fit the reality of is happening within the organization – pointed to a ‘lag’ as service ramped up.
10. Several comments regarding the difference between JMPI that ran Job Development through the previous Job Connect, and those that have never done Job Development before ES.

JMPI Case Study #1 – High JMPI

JMPI is entrenched in the community and an equal strategic player in economic development. JMPI is always invited to the table when a new company is relocating into the community. Meet with Economic Development regularly, always know about jobs before they hit the paper. JMPI at tradeshow, Chamber of Commerce, events, business meetings 2 to 3 nights a week, offer business development services.

Employers want us involved in all aspects of the business, screening, hiring, and understanding their product. Priority is to have relationships beyond filling a job. We address more than their hiring needs, we are their offsite HR resource. Our 3 Job Developers (JDs) belong to Industrial Associations, and they call on members for advice. We recognize and reward employers. We have monthly champion awards, guests at golf tournaments. Our Business development model operates more like a profit model than a non-profit model.

JMPI monitors and tracks problematic employers to ensure no repeats. JDs are business people, but they also need to be able to counsel, have to have the right mix, the skills to sell and counsel.

JMPI has a policy that JD must be in contact on a consistent basis. Talking to the client every 10 days is an internal policy, always assessing motivation.

Data Results:

- Ontario Works 26%
- 74% employed outcomes for whole population
- 23% of clients in JMPI
- 96% employed outcomes for JMPI
- 29% suitability
- 29% suitability in JMPI
- 31% service coordination
- Expenditures 100% spent

JMPI Case Study #2 – Low JMPI

We are new to Job Development, has been a real challenge establishing processes, procedures, training in place. However, results are improving all the time. Very uncomfortable with CaMS, do not think it is accurate.

The counsellor works with clients, does workshops, etc. and then sends the client to the Job Developer when they think they are ready. JD conducts mock interviews to see if they can do it. Client is provided a marketing sheet outlining the program and the subsidy that they can use when they are job searching. The JD refers client back to the counsellor if they are not job ready.

It has been a steady job building the bank of employers and jobs. At present we have a surplus of jobs, don't have the right clients to fill them. We find most employers don't want the incentive – too much hassle for such a little amount.

Data Results:

- Ontario Works 10%
- 74% employed outcomes for whole population
- 4% of clients in JMPI
- 69% employed outcomes for JMPI
- 32% suitability
- 26% suitability in JMPI
- 31% service coordination
- Expenditures 13%/100% spent

**SECTION TWO –
JOB DEVELOPMENT AND FLOW THROUGH FUNDS**

1. What are your general observations about each case study?



2. What do you like/dislike about each?

3. How do you relate to either?

4. What would you like to see change in your organization in the next 6 months?

Section 3 Learning Objectives

3.1 Better understand Job / Training Retention within ES

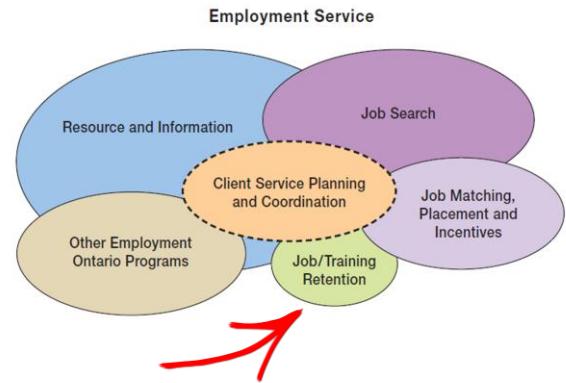
3.2 Interconnect:

- a) Needs assessment
- b) Potential Service Interventions
- c) Data entry
- d) Retention in Reports

3.3 Explore best practices and concerns from the network

The Five Components of the Employment Service are:

- Client Service Planning and Coordination
- Resource and Information
- Job Search
- Job Matching, Placement and Incentives
- Job/Training Retention.



3.1 Understanding Job / Training Retention

Clients expect that their experience in the ES will start them on a path to sustained employment and career opportunities.

While all assisted ES components require monitoring and follow-up of all participants as key to effective customer service, some clients may need the support of additional coaching and mentoring to maintain employment or complete training or make that important next step on their career path.

Key suitability indicators for Job Retention are related to continuing issues around market perception and workplace performance, including such things as a history of marginal or entry-level employment or of repeated job loss, a significant absence from the workforce, or being new to the Canadian workplace.

Where the need for Job/Training Retention support is indicated, participants and employers expect peer coaching and mentoring, more frequent or longer follow-up and monitoring, ongoing employment counselling during and after employment and placement, and access to other community supports.

2.2-8 EOES Guidelines, 2012

Who is Retention for?

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



3.5-1 EOES Guidelines, 2012

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

The Retention component is a tool in your toolkit, and all tools have a purpose.

- 1) What is the ***purpose*** of the Retention Component within your program?

- 2) How do you decide who receives intensive Retention supports, and who does not?

3.3 Interconnect:

a) Needs Assessment

Research findings by Johnson, 2002, conclude that:

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

Looking specifically at finding #4, pre-employment interventions delivered by employment services (meaning interventions that occur PRIOR to finding the job), are found to be more effective than if those same services are provided after the job is secured.

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

Finding #3 concludes that post-employment supports that are delivered by the employer have a much larger impact on retention.

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

Interconnect:**a) Needs Assessment**

The earlier retention risks are identified and addressed, the better. As outlined in Section 1, Section 2 and in the EOES guidelines, it is MTCU's expectation that Employment Service providers use the indicators below when making decisions about which service components will most effectively help clients. Let's explore how these needs can be used to predict retention risks:

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

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

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

b) Potential Retention Service Interventions

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

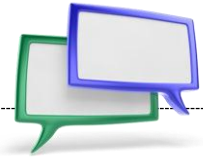
Indicator of Client Service Need	Examples of Retention service intervention	
	Client	Employer
1. Demographics		
2. Performance Indicators		
3. Market Perceptions		
4. Motivation		
5. Work Habits		
6. Interpersonal Skills		
7. Employment Expectations		
8. Self-Marketing		
9. Stability Issues		

c) Data Entry, Data Integrity



As outlined in Section One and Section Two, knowing *how, where, when and what kind* of data to enter into the CaMS system is critical for ensuring that:

- a) You have the valid data / business intelligence required to measure and assess the effectiveness and efficiency of your service,
- b) You are accurately reflecting your work efforts to your funder,
- c) You have the ability to make strategic business decisions, supported by data you trust;
- d) Celebrate successes and best practices, while course correcting as necessary.



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

1 2 3 4 5 6 7 8 9 10

Not at all
Confident

Unsure

Highly
Confident

How would you know?

d) Retention in Reports

How can you use your reports to assess your Retention service?

When you can trust the integrity of your data, you are presented with a wealth of information that will help you and your staff both improve and celebrate successes.

In this training session, we are going to focus our attention on Retention interventions and supports to clients.

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

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

Detailed Service Quality Report

Your DSQ is a great place to see how many and what populations of clients have accessed Retention, what level of satisfaction Participants have, and what results you are achieving.

We will simply be using the same techniques learned in section 1 and 2.

We will start with **Customer Satisfaction**, page #1 DSQ. Here are the results for Ontario, December 2012. Surprisingly, the customer satisfaction results for Retention clients are very low, below minimum standard of 85%, and 20% lower than all participants?

ES CM#		CORE MEASU	YTD All Participants			YTD Job Retention		
			Num	Den	Actual	Num	Den	Actual
		Customer Service						
1	Customer Satisfaction		373,948	384,096	97%	9,695	12,651	77%
	Assisted Service Participants		88,249	90,071	98%	9,695	12,651	77%
	RI Workshop/Info Session Participants		268,901	277,008	97%			
	Participant Response Rate		367,079	1,437,012	26%	9,695	12,651	77%
	Placement Employers		6,497	6,604	98%			
	RI Employers		10,301	10,413	99%			
	Employer response rate		17,017	41,902	41%			
	Response Rate		384,096	1,478,914	26%			

Now have a look at your DSQ JMPI Customer service data. What are your observations?

SECTION THREE - JOB / TRAINING RETENTION

Next, let's have a look at employed outcomes, bottom of page #1, DSQ.

You can see that the overall employed outcome in Ontario in December 2012 is 64%, while the employed outcome for Retention is 73%.

What do you notice about the number of full time vs. part time jobs?
Apprenticeships? Employed in area of training/choice?

ES CM#	CORE MEASURES	YTD All Participants			YTD Job Retention		
		Num	Den	Actual	Num	Den	Actual
Effectiveness							
3	Employed/Career Path	86,205	134,532	64%	9,210	12,651	73%
	1 employed total	64,625		48%	6,334		50%
	1a employed full-time	50,512		38%	4,914		39%
	1b employed part-time	14,113		10%	1,420		11%
	2 self-employed	2,759		2%	182		1%
	3 both employed and in education	1,146		1%	118		1%
	4 both employed and in training	1,085		1%	112		1%
	5 employed apprentice	723		1%	151		1%
	6 employed in area of training/choice	10,627		8%	1,761		14%
	7 in a more suitable job	3,017		2%	322		3%
	8 employed in a prof occ/trade	2,223		2%	230		2%

Now have a look at your DSQ Retention data. What are your observations?

SECTION THREE - JOB / TRAINING RETENTION

Next, let's have a look at Training outcomes, top of page #2, DSQ.

You can see that the overall Training outcome in Ontario in December 2012 is 15%, while the Training outcome for Retention is 10%.

Any observations about the type of training that Retention clients are accessing?

ES CM#	CORE MEASUREMENT	YTD All Participants			YTD Job Retention		
		Num	Den	Actual	Num	Den	Actual
4	Training/Education	20,226	134,532	15%	1,280	12,651	10%
9	OSSD or equivalent	916		1%	100		1%
10	Postsecondary	2,859		2%	214		2%
11	Academic upgrading	997		1%	75		1%
12	Other education	1,086		1%	55		0%
13	Second Career Program	6,881		5%	311		2%
14	EO training initiatives	3,072		2%	203		2%
15	EO Literacy training	234		0%	20		0%
16	ESL/FLS	727		1%	31		0%
17	MCI Bridge projects	183		0%	10		0%
18	Federal	1,305		1%	116		1%
19	other occupational skills training	1,966		1%	145		1%

Now have a look at **your** DSQ Retention data. What are your observations?

SECTION THREE - JOB / TRAINING RETENTION

Although we covered Suitability in Section 1 and 2, it is worth repeating with a focus on Retention.

Suitability, DSQ page #2, is a great way of seeing what populations of clients are accessing your Retention component. Having explored how Retention fits into ES and into your service delivery earlier in this section, the hope is that you have a pretty solid idea of what you would *hope* to see.

Let's have a look at the Ontario data, December 2012. **PLEASE NOTE** that the % are **NOT** total population %, but are instead what percentage of the total suitability score that population represents. In order to discover what percentage of a population is moving to Retention, you must work with the hard numbers:

Number of client population group divided by Total # population group from the YTD all participants column = % of client population served by Retention.

To determine to what percentage of clients are accessing retention supports, simply divide total retention / total participants.

12,651/132,532 = 9.5% of all clients are accessing Retention

ES CM#	CORE MEASURES	YTD All Participants			YTD Job Retention		
		Num	Den	Actual	Num	Den	Actual
5	Suitability	588,968	134,532	31%	57,182	12,651	32%
	1A. Age <20	8,409		0%	1,111		1%
	1B. Age >44	41,926		2%	3,707		2%
	2. <= Grade 12	56,416		3%	6,252		4%
	3. Educated outside Canada	30,342		2%	1,758		1%
	4. Credentials not recognized	2,259		0%	118		0%
	5A. Worked, but not in Canada	9,838		1%	587		0%
	5B. No work experience	3,786		0%	494		0%
	6. Employment skill	75,230		4%	8,014		5%
	7. > 26 weeks Time out of school/work	53,858		3%	5,005		3%
	8. History of poor work retention	18,211		1%	3,518		2%
	9. Job search skill	117,194		6%	11,020		6%
	10. Source of income (E, OW, ODSP, Dep OW/ODSP, Crown Ward, No source of income)	103,747		6%	9,373		5%
	11. Language skill	16,788		1%	1,467		1%
	12. Labour market change	42,010		2%	3,521		2%
	13. Persons with disability	5,767		0%	819		0%
	14. Aboriginal persons	3,187		0%	418		0%

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

#15B Profile Plan

Going to start with Participant Profile - Pages 3-6:

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

And what service components are they receiving?

PARTICIPANT PROFILE	All Assisted Participants		Job Search		Job Placement		YTD Job Retention		All Unassisted Participants	
AGE	128,715	100%	128,692	100%	11,303	100%	11,540	100%	5,303	100%
5 <20	6,169	5%	6,023	5%	1,053	9%	879	8%	401	3%

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

By now, you should have some comfort exploring suitability and profile indicators within the 15B report. Using your data, please fill in the following chart:

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

What do you observe in *your* data?

#15B Profile Plan

Research indicates that the reasons for leaving a job (i.e. the ‘trigger’ that leads to an individual losing a job) are often similar, if not identical, to a ‘barrier’ to obtaining a job.

It therefore makes good sense to assess and address potential retention issues as soon as they become known or apparent.

One of the ways of addressing some of these presenting issues is through outside referrals to other community agencies that support employability. Consider the list below – how many of these areas are potential retention issues?

✓	
	Child Care
	Educational/Academic
	Financial Planning
	Health/Counselling
	Housing
	Language– Assessment
	Legal
	Newcomer
	Regulatory Bodies

There is no right or wrong answers when exploring your referrals – however, they should get you thinking about the kinds of interventions your agency supports for multi-barriered clients, including when addressing retention issues.

Only you can look at your numbers and know if they make sense. If you are seeing zeros in your data, this may present an opportunity to start building **formal** arrangements within your community!

15B Profile Plan

Pages 1 – 4: Service Coordination

Considering what you know about your client population and your **formal** referral arrangements, what **referrals out** to other community resources might you expect to see in Retention Services?

	All Assisted Participants		Job Search		Job Placement		YTD Job Retention		All Unassisted Participants	
	#	%	#	%	#	%	#	%	#	%
2. Referred Out - Registered or confirmed receiving services with other community resources that support employability	4,720	4%	4,678	4%	211	2%	577	5%	162	5%
Credential Assessment	418	9%	418	9%	12	6%	28	5%	20	12%
EO - Action Center	10	0%	10	0%	0	0%	0	0%	0	0%
EO - RRTS	2	0%	2	0%	0	0%	0	0%	7	0%
Gov/Services Match	590	12%	595	12%	16	0%	166	19%	24	15%
Ontario Disability Support Program	299	6%	290	6%	15	7%	20	5%	15	9%
Ontario Works	1,427	30%	1,421	30%	91	4%	194	34%	38	23%
Child Care	78	0%	78	0%	3	0%	16	0%	2	0%
Educational/Academic Services	798	0%	795	0%	24	0%	94	0%	22	0%
Financial Planning	145	0%	145	0%	5	0%	17	0%	5	0%
Health/Counselling Services	460	0%	464	0%	16	0%	69	0%	20	0%
Housing Services	202	4%	200	4%	17	8%	44	8%	10	6%
Language Services - Assessment	321	0%	320	0%	5	0%	14	0%	10	0%
Legal Services	92	0%	91	0%	4	0%	15	0%	1	0%
Newcomer Services	301	0%	298	0%	5	0%	22	0%	12	0%
Regulatory Bodies	123	0%	122	0%	8	0%	14	0%	1	0%

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

Observations?

15D Outcomes Follow up Report

This is very useful report for assessing Retention, amongst other things. For all service components, it includes:

- results at close
- retention at 3/6/12 month follow up
- reasons people were not successful in your program,
- your lost contact rate,
- your average wage;
- your average length of time in service

First Page, 15D

Outcomes at close	All Participants	Job Search	Job Placement	Job Retention
Ontario Dec 2012 Unable to contact client	7, 030 / 9%	6, 977 / 9%	215/ 3%	545 / 7%
Your results, Unable to contact client:				

Second Page, 15D

Ontario Dec 2012 Average Wage	\$12.13	\$12.20	\$14.46	\$8.99
Your average Wage Results:				
Ontario Dec 2012 Average Program Duration	17.89 (weeks)	11.25	17.91	14.23
Your average Program Duration:				

Observations? Why are the unable to contact client # so high? Why are the average wages so low in Retention?

15D Outcomes Follow up Report

Outcomes – closed and at 3 months:

Page 1 –Outcomes at close

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

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

(Ontario 15D, Dec 2012)

Page 3 –Outcomes at 3 month Follow up

CM ASSISTED SERVICE PARTICIPANT OUTCOMES AT 3 MONTH #	All participants		Job Search		Job Placement		Job Retention	
	#	%	#	%	#	%	#	%
TOTAL OUTCOMES	95895		94616	99%	9283	10%	7481	8%
Employed	47057	49%	46290	49%	6325	68%	4281	57%

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

Observations?

3.3 Retention Best Practices and Concerns - Case Studies



1. Job Retention component is defined very differently by different SPs. Tend to define it based upon how they incorporate job retention into their services. This seems to be reflected in the numbers in CaMS.
2. Especially important for many "difficult to serve" or "vulnerable" clients - need to keep the match in place long enough for it to succeed
3. Communication is important. Client and employer need to see the value in the job retention services.
4. A few aimed to set up job placements beyond a typical 3 month probation period.
5. Some organizations have very specific strategies to tackle retention issues – Others felt it was just part of regular service. This was often reflected in the numbers.

Retention Case Study #1

Job Retention is part of our culture, and starts when they come in. It is addressed from the very beginning through our comprehensive needs assessment and is built into plan – and we adjust throughout as issues are uncovered. Clients are identified as needed the Retention Component.

Entrenched from when the client first comes in through to developing the service plan. We are continuously measuring skills gaps, and then put in place measures to correct. We use job trials to uncover issues too. They do a full wage subsidy the employer has nothing to lose and they can see what behaviours make client successful, or not. Also do this on agency payroll, our agency payroll, no risk to employer and that will give us feedback.

Wrap around services if you are on OW you have also more services available to you for Job retention, for child care, program to continue to qualify for a drug card for a period of time, etc.

We have staff that can do on the job coaching for Retention clients. It is very labour intensive, so we aim to deal with issues prior. Boils down to time restraints, such a high volume of clients, but you have to have a culture that the longer you are supporting them the more successful the client will be. There is a temptation when the caseload is high you may want to close right away to anything.

Data Results:

- 31% Ontario Works
- 74% employed outcomes for whole population
- 33% of clients in Retention
- 79% Retention employed outcomes
- 29% suitability
- 32% suitability in Retention
- 42% service coordination
- Expenditures 126% expended

1. What are your general observations about the case study?



2. What do you like/dislike about it?

3. How do you relate to it?

4. What would you like to see change in your organization in the next 6 months?

Next Steps

Training Evaluations will be sent to you electronically. Your feedback is greatly appreciated.

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

Training Objectives- How did we do?

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

1	2	3	4	5	6	7	8	9	10
Low									High

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

1	2	3	4	5	6	7	8	9	10
Low									High

3. Connect data in the reports to the CaMS system

1	2	3	4	5	6	7	8	9	10
Low									High

4. Explore best practices in the network

1	2	3	4	5	6	7	8	9	10
Low									High

Appendix 1 Recommended Reading

Employment Service Data Dictionary

<http://www.tcu.gov.on.ca/eng/eopg/publications/>

[es_data_dictionary.pdf](#)

Employment Service - Service Quality Measures and Indicators 2010-12

<http://www.tcu.gov.on.ca/eng/eopg/>

[publications/20110622_performance_indicators_definitions.pdf](#)

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

<http://www.tcu.gov.on.ca/eng/eopg/publications/>

[es_service_coord_referred_in_memo.pdf](#)

Employment Service - Service Provider Guidelines

[http://www.tcu.gov.on.ca/eng/eopg/publications/2012_13_eopg_sp_guidelines.p
df](http://www.tcu.gov.on.ca/eng/eopg/publications/2012_13_eopg_sp_guidelines.pdf)

Employment Service Performance Management System for Service Delivery Site Managers - Slide Deck

[http://www.tcu.gov.on.ca/eng/eopg/publications/20110619_es_pms_sdsm_traini
ng.pdf](http://www.tcu.gov.on.ca/eng/eopg/publications/20110619_es_pms_sdsm_training.pdf)

Employment Service Performance Management System for Service Delivery Managers - Training Manual

[http://www.tcu.gov.on.ca/eng/eopg/publications/20110619_es_pms_sdsm_traini
ng_guide.pdf](http://www.tcu.gov.on.ca/eng/eopg/publications/20110619_es_pms_sdsm_training_guide.pdf)

Appendix 2: Interview Guide

DISCUSSION GUIDE FOR EOES SERVICE PROVIDERS

My name is (*Jim Molnar, Bryan Bell, Christine Brown-Read*) of Bell Browne Molnar & Delicate Consulting Inc. (BBMD). We have been engaged by the Ministry of Training, Colleges and Universities (MTCU) to gather information related to the delivery of Employment Service through Employment Ontario.

The objectives of the Ministry's overall project are to:

1. better understand through the use of data, results being achieved by the Service Provider network,
2. use this understanding to develop strategies that will increase client and program success, and
3. share this knowledge through learning sessions with Service Providers.

Our discussion today will focus on **one or more** of the areas of social assistance recipients, job development, retention, and/or the effective use of incentives and flow-through funds. This information will be used to inform facilitated sessions for service providers which will be held throughout the province in March. These sessions will include discussion and case scenarios regarding data analysis, results, and best practices relating to client outcomes.

An important part of understanding results, developing strategies, and designing content for the facilitated network sessions is to understand the factors that can influence outcomes for clients. To gather this information, a number of organizations have been selected to be interviewed informally and help us to develop case studies for use in the learning sessions. The case studies will be a blend of the information gathered, and will not identify Service Providers that have participated in the interviews. The details of the interviews will remain anonymous.

Our interview will last approximately 1.5 hours. We will take notes during the interview and also record the interview. Your responses will be treated in a confidential manner by our team and any findings will be presented at a level of aggregation sufficient to ensure any particular individual or organization cannot be identified.

Before we begin our discussion, do you have any questions about the project or today's interview?

Questions

GETTING TO KNOW YOU (10 MINUTES)

We will begin with questions about your organization in general and as an Employment Ontario –Employment Service, Service Provider in particular.

1. How would you describe your organization in terms of its mandate, goals, clients and main areas of activity (business lines)? How long have you been in business? How are you organized? What size are you? Any other background information that would be of importance?
2. How does being an EOES Service Provider fit into your overall organization? When did you become a Service Provider? Where do your clients come from and generally how would you characterize them and their employment needs? Any other background information that we should know?
3. How are you currently structured as a Service Provider to deliver the components of the Employment Service:
 - Resources and Information (self-serve) (RI)
 - Client service, planning and coordination (CSPC)
 - Job search (JS)
 - Job matching, placement and incentives (JMPI)
 - Job retention (JR).

For example, what are the number and type of staff, what are their roles, how are cases managed from beginning-to-end, what size case load does each person manage, and what is done in-house compared to being referred to partners?

4. What is similar and what may be different about your clientele compared to those of other Service Providers? How do you know this? How is this reflected in the way you have organized as a Service Provider?

We will now ask some more specific questions about particular aspects of your service delivery.

Social Assistance Recipients (15-20 minutes)

5. What challenges have / do you face in assisting those of your clients who could be characterized as the more “difficult to serve”, including those receiving social assistance (e.g., Ontario Works)?
6. In response, what approaches or practices have you adopted for “more difficult to serve” clients? How about specifically for social assistance recipients? In what ways, if any, do these differ from approaches or practices used for other clients?
7. What have been the impacts in terms of serving these clients and meeting your targets?
8. What challenges did you face in adopting these approaches or practices? For example, were there issues related such things as your organizational capacity, or client acceptance, or other factors? Did you develop the approaches or practices yourself or did you implement what you saw working well elsewhere? Had you tried other approaches or practices previously, and what was your experience with them? Please elaborate.
9. What have you seen in your report to confirm that these approaches have been successful?
10. If you could share one bit of wisdom with the network regarding serving OW clients, what would it be?

Job Development (15-20 minutes)

11. What ‘principles’ or ‘values’ guide your Job Development component?
12. What priority do you place on Job Development and what approaches have you put in place for your Job Development services? For example, what sort of employers do you target, what sort of jobs are available, how do you match your clients to employers and jobs, how does follow-up with employers take place and how much of your resources do you devote to this?
13. How do you sell Job Development to employers? What might be a typical ‘sales pitch’?
14. What have been the impacts in terms of serving your clients and meeting your targets? For example, what success rates do you have in terms of recruiting new employers and keeping existing ones?
15. What challenges did you face in adopting these approaches or practices? For example, were there issues related such things as your organizational capacity, or employer acceptance, or other factors? Did you develop the approaches or practices yourself or did you implement what you saw working

APPENDIX

well elsewhere? Had you tried other approaches or practices previously, and what was your experience with them? Please elaborate.

16. How do you strategically and operationally manage your Job Development flow through funds? How do you balance spending your money with client need, LMI, etc.? How do you decide how much an employer receives?
17. What have you seen in your reports to confirm that these approaches have been successful?
18. If you could share one bit of wisdom with the network on Job Development, what would that be?

Job Retention (15-20 minutes)

19. How would you define the 'Job Retention' component of your program?
 20. What priority do you place on and what approaches have you put in place for your Job Retention services? For example, what clients are targeted for Job Retention Services, and how much of your resources do you devote to this?
 21. What have been the impacts in terms of serving your clients and meeting your targets? For example, what success rates do you have in terms of keeping clients in jobs or training?
 22. What challenges did you face in adopting these approaches or practices? For example, were there issues related such things as your organizational capacity, or client or employer acceptance, or other factors? Did you develop the approaches or practices yourself or did you implement what you saw working well elsewhere? Had you tried other approaches or practices previously, and what was your experience with them? Please elaborate.
 23. How does job retention fit in to your current client decision model?
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That concludes our questions. Do you have anything else you would like to add?

Thank you for assistance today. Don't hesitate to contact us
 if you have any additional thoughts.