

Employment Service

Program Guidelines

Revisions History:

Revised: April 2017: Updated “the Ministry” name to Ministry of Advanced Education and Skills Development; added new “Referred Out” category to the Service Coordination measure in 4.4.1 Dimensions and Measures of Service Quality Success; in 4.4.1, under Indicators of Suitability, replaced the term “Aboriginal Person” with “Indigenous Person” and revised the associated definition; removed references to the Self Employment Benefit, which has ended; updated the SQS achievement rate in Appendix I to 2015/16 results.

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SECTION 1.0 – INTRODUCTION TO GUIDELINES

1.1 Purpose of the document

These guidelines are provided to service providers under contract with the Ministry of Advanced Education and Skills Development to deliver the Employment Service (ES). The guidelines provide information on:

- the context and guiding principles for the ES design and delivery
- the service components of the ES
- program delivery responsibilities
- the ES performance management system and funding framework
- reporting, budget, legal and other administrative requirements.

1.2 Program Context

1.2.1 Employment Ontario

The vision of the Ministry of Advanced Education and Skills Development (the Ministry) is to have the most educated people and highly skilled workforce in the world in order to build the province's competitive advantage and quality of life.

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

The EO service promise is to:

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

Please see Appendix VI for information on the design and development process for the Employment Service.

1.2.2 EO Service Delivery Framework

The Employment Service is delivered by a network of third-party service providers. Services are tailored to meet each individual's needs and can be provided one-on-one or in a group format.

Key principles guiding all Employment Ontario service delivery, including Employment Service, are as follows:

Accessibility –Employment Ontario service providers provide individuals with clear paths to the training and employment information and services they need. Employment Ontario provides reasonable and equitable access to services across the province, including accommodation for special needs.

Client-Centric - Employment Ontario service providers deliver services tailored to the needs of each individual, employer, or community. They also address social, demographic, geographic or technology needs.

Quality- Employment Ontario service providers deliver a helpful and positive customer experience. They maintain confidentiality and ensure privacy, with every individual, across every channel.

Integration - Employment Ontario service providers meet client needs and provide seamless service, aligning service delivery goals, processes, infrastructure and technology across all channels.

Cost-Effectiveness – Employment Ontario service providers use technology, simplify business processes, and leverage partnerships. This invests public funds in ways that achieve the best results with available resources.

Accountability - The government and its service providers are accountable for service delivery results. Employment Ontario service providers' performance is measured against outcomes and customer service standards.

Community-Based Coordination – Across the province, Employment Ontario service delivery providers coordinate their work at the community level, by participating in local planning and coordination activities.

1.2.3 EO Information & Referral Network and Services

All Employment Ontario service providers must provide Ontarians with information on and referrals to all Employment Ontario employment and training programs and services, whether or not the service provider is contracted to deliver that program or service.

Each Employment Service service provider must:

- have a process in place to identify each customer's information and referral needs in an efficient and effective way
- make information accessible to the customer, in print, over the phone and/or electronically, about all Employment Ontario (EO) services
- ensure customers receive accurate and current information on the EO services relevant to their needs
- help customers understand their program and service options from across the EO network

- match customers with the service and provider that best meet their needs in the fewest possible steps, even if this means referring them to another provider when the referring provider also delivers the service
- continually improve their EOI&R service based on customer feedback, and
- ensure their contact information and service descriptions are accurate and up to date both on the Web and in any print materials they provide to customers or other EO service providers.

SECTION 2.0 - PROGRAM DESCRIPTION

2.1 Overview of the Employment Service

The Employment Service offers a range of resources, supports and services to respond to the career and employment needs of individuals and the skilled labour needs of employers. The goal of the Employment Service is to help Ontarians find sustainable employment. The Employment Service can guide individuals on a path to higher skill and training to achieve that goal.

The Employment Service links with other Employment Ontario programs and services, and provides the service foundation for training programs that support individuals in acquiring higher skills for sustainable jobs.

The Employment Service provides access to labour market and employment services to all Ontarians. Employment Insurance (EI) eligible status does not determine eligibility for any component of the Employment Service.

2.2 Strategic Priorities of the Employment Service

The Employment Service assisted services (see section 2.5) target vulnerable populations and those under-represented in the labour market. Using the suitability criteria described in these guidelines, service providers focus on those with the greatest risk of continued or long-term unemployment, or those who are marginalized in the labour market.

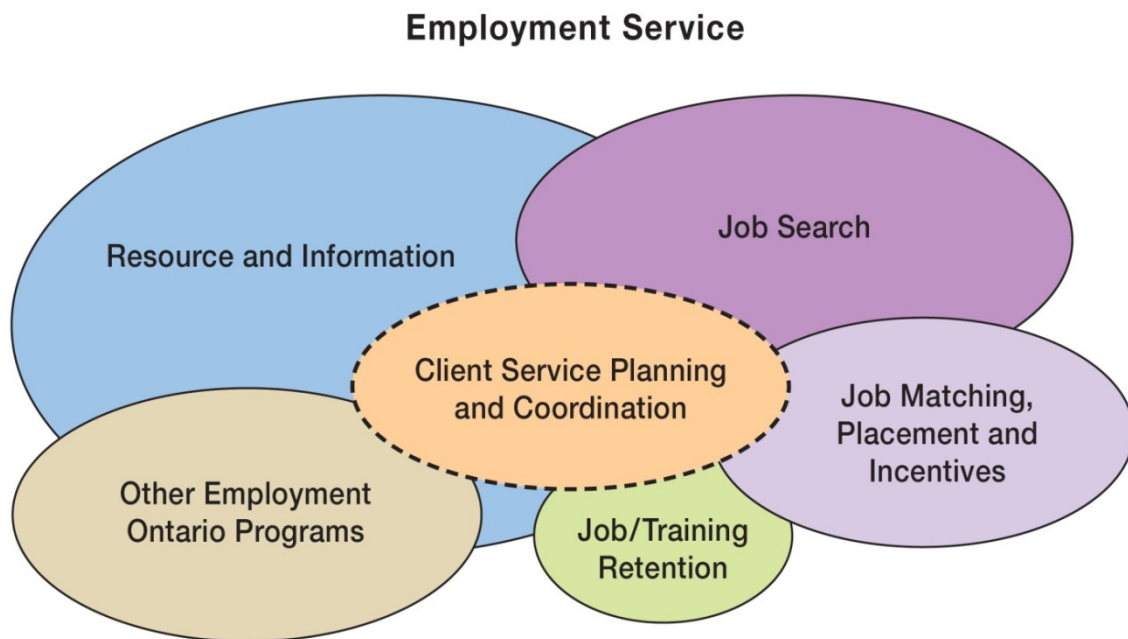
The Employment Service is accessible to persons with disabilities, regardless of participation in the Ontario Disability Supports Program (ODSP). The capacity to serve these individuals must be available in all communities. Some Employment Service providers are fully accessible, and can provide a range of necessary supports and assistance to persons with disabilities. Others may need to work with organizations that specialize in services to persons with disabilities in the community, and make arrangements to provide Employment Services at those other locations.

The Employment Service is a key component of the Ministry of Advanced Education and Skills Development's Apprenticeship targeted growth and completion strategy. Since Employment Service providers have contact with many thousands of employers annually, they serve as a valuable resource for information on occupational opportunities and requirements. They also encourage apprenticeship participation, help individuals determine which occupation best suits their aptitudes and interests, and direct employers and individuals to the Ministry offices for additional information.

The Employment Service is not directly involved in the apprentice registration process. However, it can encourage individuals and employers to pursue that

process, provide financial incentives to offset employers' training costs (if they hire individuals through the Employment Service), and register them as apprentices. It can also provide support to new hires and the employer during the placement duration.

2.3 Components of the Employment Service



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

The Employment Service provides a highly flexible tool kit of services customized to an individual's needs. Not all individuals require the same supports, nor the support of all components of The Employment Service.

Client Service Planning and Coordination (CSPC) is embedded in all Employment Service components and determines service requirements for each individual.

Resource and Information provides information on local training and employment opportunities, community service supports, occupational and training requirements, and resources to support independent or "unassisted" job

searches. It also helps individuals in career clarification and planning, and with informed decisions on education, training, and employment.

The “assisted” service components – Job Search, Job Matching, Placement and Incentives, and Job/Training Retention -- are suitable for individuals who need more intensive, supported, perhaps one-on-one services.

All Employment Service service providers offer the full range of unassisted and assisted service components. This integration of service components allows for a nimble, responsive suite of service options that are truly client-centric.

2.4 Client Service Planning and Coordination (CSPC)

Client Service Planning and Coordination is the hub of Employment Service, and is the primary link to:

- all other Employment Service components
- other Employment Ontario programs and services
- programs and services outside of Employment Ontario

CSPC provides the initial point of contact for individuals seeking to access the Employment Service whether they respond to ads, referrals from friends and colleagues or other community service providers (inside or outside EO) or are directed by another Employment Ontario service. It provides service planning and coordination.

In CSPC, service providers explore the career, employment and training goals of their clients to direct them to the services that are the most appropriate to achieve successful outcomes.

Since it is embedded in all service components, there is no eligibility requirement for CSPC.

Through CSPC, the service provider determines:

- if an individual is best served through Resources and Information (unassisted) or assisted Employment Service
- which assisted Employment Service components (if needed) would be of most benefit, and in which sequence
- if an individual needs access and referral to other services or training supports, such as Literacy and Basic Skills, Pre-Apprenticeship Training, Second Career, Job Creation Partnership, or Self Employment Benefit, before, during or after participation in the Employment Service.

When the service provider is referring a client to another service, the service provider must:

- make relevant and timely client referrals to services outside of the Employment Service or Employment Ontario
- have internal systems and processes to gauge the effectiveness and timeliness of the referral, including client's and the receiving organization's overall satisfaction with the referral
- comply with Employment Ontario Information and Referral Resource Guide that further details baseline information and referral expectations for effective linkages, service coordination and client satisfaction with referrals

CSPC also supports follow-up and monitoring of client progress in the Employment Service, adjustments to the Employment Service Plan, and coordination with other services throughout the client's participation in the Employment Service, and at exit.

CSPC ensures that individuals will have access to the services they need, and only the services they need, to achieve career and employment goals, including supported access to training. Employment Service providers determine which service components would be most effective to help individuals achieve their career and employment goals.

Within CSPC service providers will consider:

- individuals' employability dimensions (i.e. interpersonal skills, work history and educational attainments)
- individuals' suitability indicators
- potential employers' demands
- opportunities available within the labour market (e.g. job/training opportunities, labour market trends in the community/region.)

Within CSPC, service providers must:

- have a client service decision model providing rationale for access to funded services. It must show capacity to make consistent and equitable service decisions using multiple eligibility and suitability criteria
- provide a rationale for all service decisions
- not deliver the same services to all clients or in the same sequence
- assist with referral process and access to education, training or another service
- provide resources and information for clients to conduct independent job search, and for employers to attract and recruit employees
- develop an Employment Service Plan, if more assisted Employment Service is needed

- ensure continued support for access to other required services and programs, e.g. ESL/FSL, settlement services or any other services that support the client's employability and resolve possible stability issues.
- support, monitor, and follow-up with clients/participants.

2.4.1 Service Decisions

For a consistent approach to matching service needs with suitable interventions, service providers need a decision model that provides rationale for access to funded services.

Access to assisted services is integrated into all the Employment Service components because it is an evolving process. A client's service needs do not always reveal themselves at the beginning, but often emerge during the service process. For example, a service provider might place a client in an employment situation or job trial, to get a clear assessment of support needs based on an actual workplace experience. This will inform other service decisions.

In assessing an individual's need, all Employment Service providers must consider the following criteria when making decisions about service components to help clients achieve their desired outcomes:

Demographics – includes basic information about the individual, including gender, age, employment status, disabilities, source of income

Education – includes level of education attained; consideration of education or credentials from outside of Canada or credentials not recognized in Ontario

Performance Indicators – includes characteristics of individuals which prevent them from performing as required on the job.

Interpersonal Skills - includes difficulties in maintaining positive relationships with employers and/or work peers.

Market Perceptions – includes characteristics which lead potential employers to form negative biases or perceptions about the individual and their ability to perform on the job and may include substantial time out of school, work or training.

Motivation – includes willingness and ability to begin employment; attitudes which prevent clients from initiating the job search, or participating fully in the activities required to secure and maintain employment.

Employment Expectations – includes the need for assistance in clarifying the individual's job preferences, or their understanding of how their skills meet opportunities in the job market.

Self-Marketing – includes the ability of clients to successfully present themselves to employers in the competitive or hidden job markets.

Stability Issues – includes 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.

Based on this information, the service provider will identify and decide if the Employment Service is appropriate, and whether assisted or unassisted Employment Service will most benefit the client.

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 own methods and tools.

Many of these suitability criteria are included in the Participant Suitability performance measure in the Employment Service Performance Management Framework. Section 4.4.1 lists the key suitability indicators of the Employment Service Performance Management Framework.

2.5 Assisted Services

The “assisted” service components of the Employment Service are:

- Job Search
- Job Matching, Placement and Incentive
- Job/Training Retention.

The eligibility criteria for access to any of the assisted service components are that the individual is unemployed and not participating in full time training or education. For the purpose of the Employment Service, an individual who is working less than an average of 20 hours per week is considered to be “unemployed”; an individual is considered to be in full time training or education based on the definition supplied by the institution in which they are enrolled.

Service providers can make some exceptions (up to 10% of clients served) to the eligibility criteria. These exceptions are based on an assessment of other suitability and service need factors, the local labour market, the goals and objectives of the Employment Service, and the performance commitments and funding defined by the Agreement.

When an assisted Employment Service component (job search, job matching, placement and incentives and job/training retention) has been identified as the right “fit” for the client, the Employment Service provider will work with the client to identify the activities, incentives and supports that are most suited to the client in achieving the desired outcome from the range of available Employment Service components.

If assisted services are deemed to be the most appropriate response, the service provider works with the client to develop an Employment Service Plan. Over time, as the client begins to work with the service provider and more in depth analysis and assessment is undertaken, additional service needs may be

identified and provided by the service provider or coordinated with other service providers.

2.5.1 Employment Service Plan

An effective Employment Service Plan will incorporate (as appropriate) concurrent or sequential access to the Employment Service assisted service components and will incorporate required changes as well as new opportunities as they arise.

The service provider will also ensure continued support for access to other required services and programs, i.e. literacy, ESL/FSL, settlement services or any other services that support the client employability and resolve possible stability issues.

The service provider monitors and evaluates progress and adjusts the plan accordingly.

Employment Service Plans must:

- note clear achievable goals
- build on or match skills, interests and needs identified by employer or in relation to labour market information
- identify steps to reach the goals and methods for monitoring progress
- show evidence of personal ownership, (i.e. sign-off, record of discussions, use of self-assessment tools)
- indicate supports are in place for job search or training/education;
- indicate ongoing monitoring, and show that supports are in place as needed
- be updated as steps are accomplished, skills or knowledge are acquired, or new information is acquired through such activities as volunteer placements or job test and hire.

In addition to the suitability indicators, service providers will need to consider additional client information and characteristics to determine the type of service components that will have the greatest positive impact on the client.

Service providers must document a clear rationale to support decisions made on services offered, based on an analysis of each individual's suitability indicators and the Employment Service program's intended outcomes.

2.5.2 Job Search

The Job Search component of the service offers individualized assistance in career clarification and goal setting, skills and interest assessment, and interview

and employment preparation. It is most appropriate for individuals who are willing and able to work, but are unlikely to succeed, or have been unsuccessful in conducting their own independent job search. This is often because of a lack of clear career goals, unrealistic job expectations, poor self-marketing skills, or stability issues.

Service providers support clients in planning and conducting their job search, based on a realistic and accurate assessment of their qualifications compared to job requirements. Basic WHMIS and other Workplace Safety information and training is also available.

Service providers must, at a minimum, offer such activities as:

- exploration, identification and clarification of interests, abilities, skills, education, and experience in relation to short and long-term career and employment goals
- exploration of occupational and training requirements related to career and employment goals, including trades and apprenticeship
- orientation to the workplace: rules and expectations of employers, rights and responsibilities of employees, Canadian workplace culture, etc.
- counselling and coaching in life skills that support successful employment
- support for disclosure of disabilities that may affect workplace participation
- preparation of job search tools such as resumes and applications, interview and job search strategies, school and training records
- support in assessing qualifications against job requirements
- information about and supported access to professional accreditation, language, credential and prior learning assessment
- support, mentoring and coaching during the job search process
- supported referral and access to other services including, but not limited to education and training.

2.5.3 Job Matching, Placement and Incentives (JMPI)

The JMPI component matches client skills and interests with employment opportunities and employer needs. Clients using this component need a work experience or on-the-job training placement.

Clients get support in matching their skills, capabilities, interests and experience with the requirements of the employer and the position. Clients can also receive placement into employment and/or on-the-job training opportunities. These placements include “job test and hire”, work experience, and community volunteer positions. Basic WHMIS and other workplace safety information and training are also available.

Key suitability indicators in this case are those related to market perceptions. These include a lack of relevant work experience, work experience outside Canada, and language barriers.

JMPI includes:

- proactive outreach to employers, to identify opportunities not yet available in the competitive job market
- support to employers to identify skills and capabilities they need, and explore apprenticeship training requirements
- sensitivity/diversity training, workplace accommodation training for persons with disabilities, orientation to workplace health and safety, and workplace communication training
- matching of employers' skill needs and participants' capabilities and interests
- assessing the appropriateness of the workplace and the capacity of the employer to provide a positive experience and work-related training
- placement into employment (with and without financial incentives), volunteer, job trial and on-the-job training opportunities
- development of on-the-job training plans and agreements, including negotiation of financial incentives, if required
- monitoring of the work experience or on-the-job training agreement with participant and employer
- linking participants with mentors and coaches during and after job placement

Service providers must, at a minimum, offer such activities as:

- outreach to employers to identify opportunities in the "hidden" job market i.e. those not yet available in the competitive job market, which means the employer has not started the recruiting process through job postings or job ads
- assessment of an employer's workplace capacity to provide a positive work experience and workplace training
- identification of clients who are placement-ready when the work opportunity is available
- sensitivity/diversity training, workplace safety training, information on accommodation needs
- support for employers in identifying the skills and competencies required to perform work
- matching an employer's workplace/job needs with a client's capabilities
- facilitating work placements, including volunteer, job test and hire, full time or part time work experience, and on-the-job training opportunities
- negotiating work placement agreements and contracts with clients and employers of varying durations (not to exceed one year) including the

- identification of workplace training objectives and commitments and financial incentives
- monitoring and supporting the placement with the participant and the employer to facilitate success
- providing mentoring and coaching support during and after the placement
- administering the contract with the employer, including the timely processing and payment of financial incentives, and managing 'flow through' employment and training incentives and supports

In JMPI, clients expect:

- help in matching their skills and interests with work opportunities
- help in facilitation of work opportunities, and negotiation of the employment relationship on their behalf
- experiential or on-the-job training
- placement support in identifying and resolving workplace issues that may affect their success
- financial support to remove barriers to participation, if necessary.

Employers expect:

- help in identifying human resource needs
- assessment of a client's skills, aptitudes and interests in relation to their workplace business needs
- help in developing a work experience or on-the-job training plan that is realistic for the client, and consistent with the workplace requirements
- support in identifying and resolving workplace issues with the participant that may impact the employers' ability to meet business goals
- financial incentives to offset some of the costs of their commitment to an effective work experience or on-the-job training placement, where appropriate and necessary.

2.5.3.1 Placements and Incentives

To participate in placements, employers must:

- be licensed to operate in Ontario
- comply with all applicable legislation, including federal/provincial human rights legislation, regulations, and any other relevant standards, Occupational Health and Safety Act, Employment Standards Act, freedom of information and protection of privacy legislation
- provide Employment Service Placement employment in Ontario
- maintain appropriate WSIB or alternate workplace safety insurance coverage and have adequate third party general liability insurance as advised by its insurance broker

- **NOT** hire his or her immediate family members, such as parent, spouse, sibling or child as a trainee;
- **NOT** be receiving government funds from any other source for the same training placement;
- **NOT** use placement services to replace existing or laid-off employees
- **NOT** be an EO Employment Service service provider.

As well, employers must commit to:

- developing a relevant training/work experience plan that will help the participants achieve their labour market/employment goal, and the help the employer achieve their business goals, in conjunction with the service provider and participant
- providing feedback and assessments of a participant's skills level, where required
- having potential for long-term employment/contract position for the participant
- demonstrating the ability to provide the participant with adequate supervision, and the training/work experience described in the Employment Service plan
- placing the participant on the company's payroll and provide the same employment terms, conditions and benefits as for all regular employees.

To initiate a placement, the service provider must:

- ensure the employer meets all eligibility criteria
- conduct at least one initial site visit per employer, prior to any placement(s) to confirm that the employer can provide a suitable and safe workplace environment
- develop a training plan with the employer and participant
- negotiate incentives as appropriate.

To be eligible for consecutive placements, employers must have:

- Demonstrated the ability to provide good training; and
- Fulfilled the terms and conditions of any previous training agreements.

Employers may receive financial incentives to provide on-the-job training, including apprenticeship training, work experience opportunities, or skill level/employability assessments for participants in trial placements.

The **Placement Incentive** for employers is intended to:

- encourage employers to provide on-the-job training placements, work experience opportunities, or skill level assessments 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, and 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 \$8,000/individual.
- the \$8,000 is made up of a maximum of \$6,000 for training incentives for all ES assisted clients and an additional \$2,000 for the Apprenticeship Employer Signing Bonus, if applicable
- the incentive is **not** related to the cost of the participant's wages.

Apprenticeship Employer Signing Bonus

A \$2,000 Apprenticeship Employer Signing Bonus (AESB) is available to employers who hire, register, and train an apprentice as part of their participation in Job Matching, Placement and Incentives.

Eligibility Requirements:

To qualify for a signing bonus, the employer must:

- meet all requirements of employers participating in training incentive placements
- commit to a relevant apprenticeship training plan for the participant, as part of an ES Training Incentive Placement Agreement.

Signing bonuses are awarded to the employer in two payments:

- an initial \$1,000 payment when an individual's registered apprenticeship training agreement is signed/registered with the Ministry
- a final \$1,000 payment six months from the apprenticeship signing/registration date if the apprentice is still working and training with the same employer.

In addition to the \$2,000 AESB, the employer may also be eligible for a training incentive that can be negotiated, up to a maximum of \$6,000, depending on the duration of the ES participant's placement with the employer, and the complexity of the participant's training plan. **The maximum amount of ES training incentive that one employer may receive is \$8,000 per individual, including the \$2,000 AESB.**

2.5.4 Job/Training Retention

Job/Training Retention supports longer-term attachment to or advancement in the labour market or completion of training, and is in addition to regular placement monitoring, support and follow-up. 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.

Suitability indicators for Job/Training Retention are related to continuing market perceptions and workplace performance. These include such things as a history of marginal or entry-level employment, repeated job loss, a significant absence from the workforce, and being a newcomer to the Canadian workplace.

Where there is a need for Job/Training Retention support, 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.

Employers can also expect assistance in identifying areas that require additional support and/or learning, mentoring and/or coaching with a purpose to ensuring job maintenance and/or increased competencies and/or advancement.

- Service providers must, at a minimum, offer services such as:
- development of a pool of mentors/coaches to support clients/participants
- identification of the need for additional support (with client/participant and employer, as appropriate)
- development of a support plan with the client/participant and the mentor/coach and employer (as appropriate)
- linking clients/participants with mentors and coaches to provide support during and after job placement
- monitoring of the mentor/coach relationship with clients/participants and its impact on workplace success, facilitating adjustments as required.

Service providers must document a clear rationale to support the participant accessing this service, including the client's Employment Service Plan and any preliminary work done that supports them accessing this component.

2.6 Resource and Information (Unassisted Services)

The Resource and Information (RI) component is a resource that is available to everyone in the community including the employed, under-employed, job seekers, students, laid off workers, apprentices, internationally trained and employers. There are no eligibility or access criteria for RI.

Individuals who are served well through RI usually have a clear understanding of market perceptions, good motivation and work habits, and strong interpersonal skills.

For the majority of job seekers and employers, RI offers the information and resources necessary to support their job search and human resource needs respectively. RI provides information on local training and employment opportunities, community service supports, occupational and training requirements (including trades and apprenticeship), and resources to support independent or “unassisted” job search. RI also helps employers to attract and recruit employees and skilled labour by posting positions, and participating in job fairs or other community events.

Basic WHMIS and other workplace safety information and training are also available.

This service also provides information on career clarification and planning, and making informed education, training and employment decisions. It also provides information and support for access to programs such as Literacy and Basic Skills, Pre-Apprenticeship Training, Second Career, Job Creation Partnership, or secondary or post-secondary education.

Although the RI service is classified as “unassisted”, staff support is available for individuals. Service provider staff is available to provide direction and guidance. They can direct individuals to the more structured and assisted components of the Employment Service, to other EO programs and services, and programs and services in the community. Service provider staff must develop a process to ensure individuals using the RI have an opportunity to provide customer feedback, and that they have access to additional services they need.

Clients participating in other components of the Employment Service will also access these RI resources, as will those participating in other Employment Ontario programs and services.

RI services also help people:

- complete registrations for secondary and postsecondary education
- complete and submit applications, including sign-off where necessary, for programs such as Second Career

- access income support such as Ontario Works, the Ontario Disability Support Program, or Employment Insurance.

Through RI, individuals can obtain information about:

- the local labour market; careers and occupations
- education, training and employment opportunities, including application requirements for Second Career, etc.
- career planning and job search strategies
- all Employment Ontario programs and services and other community programs, services and resources that support employability (e.g. apprenticeship supports.)

Through RI, employers can access information on:

- the local labour force
- apprenticeship
- post employment opportunities
- support available for their human resource planning, recruitment and workplace training.

When individuals need more structured employment support, the service provider will develop an Employment Service Plan for access to the 'assisted' Employment Service.

Targeted outreach activities and service resources in the RI can be tailored for particular client populations, such as youth, newcomers, persons with disabilities, or francophones, as agreed between the Ministry and the service provider.

Resource and Information (RI) can be delivered in the form of a virtual resource centre. It may be provided through itinerant or mobile services, which can be especially effective for rural and remote communities.

At a minimum, the following resources and information must be available in print, online and through short workshops (less than two days in length):

Resources

- guidance in developing a job search strategy, identifying and matching career interests, skills and aptitudes, developing interview techniques and preparing a resume and cover letter
- assistance with computer use and access to internet-based services, i.e. email, online self-assessment and career counselling tools, job search database and websites
- use of email or voice mail boxes, computers, fax and free of charge telephone and internet services
- opportunities leading to personal networking (i.e. volunteering, mentoring, etc.)

Information

- orientation to the service provider's RI
- information on resources/services available through the service provider and the community to support an individual's effort to find employment including:
 - all Employment Ontario employment and training programs and services
 - mentoring opportunities and settlement resources
 - income supports such as EI, Ontario Works and the Ontario Disability Support Program
 - services for people with disabilities
 - counselling, childcare, housing, health care, etc.
 - information on local, provincial, national labour market information i.e. emerging sectors/occupations/training as well as sectors/occupations/training in decline
- employment postings
- education and training information offered by universities, colleges, public and private schools etc.
- information on self-employment or how to start a business
- orientation and information on general apprenticeship training, specific trade occupations requirements, and employment
- workplace safety information workshops or information sessions, including rights and responsibilities of individuals [Workplace Hazardous Materials Information System (WHMIS), Workplace Safety Insurance Board (WSIB), Employment Standards, Occupational Health and Safety, Ontario Human Rights Code, Accessibility for Ontarians with Disabilities Act]

In some communities, labour market demographics and the community service plan support information and resources for specific client groups. These include immigrants and internationally trained individuals, youth, persons with disabilities, laid-off workers, etc. Specialized workshops and resources targeted to their needs may be offered, such as:

- information about professions, trades and professional associations in Ontario
- Canadian workplace culture and expectations
- information on local training opportunities
- information on job opportunities locally, provincially and nationally.

Service providers must, at a minimum, offer such things as:

- information on the resources and services available through this service provider and in the community to support individuals and employers
- information on all EO programs and services
- access to e-mail or voicemail, computers, the internet, fax and photocopy equipment to support job search

- support for computer and internet use, including identification of sites for such things as on-line self-assessment, employment preparation, career, employment and training decision making
- information on local, provincial and national labour markets, including such things as job postings, occupational, regulatory and training requirements, emerging and declining sectors
- information on workplace safety, including rights and responsibilities of individuals and employers
- orientation/information sessions on such things as job search tools and strategies, apprenticeship training, the Canadian workplace
- opportunities for individuals and employers to meet through workshops and job fairs
- integration with and outreach to the community by providing information and workshop sessions in other locations, such as schools, community centres, and settlement organizations
- support for completing registration, applications and submissions for access to education, training programs and income support. This includes Second Career, etc.
- information and support to access the Apprenticeship Scholarship.

2.7 Additional Program Description Considerations

2.7.1 Youth Job Link

Youth Job Link is available to all eligible youth, including students, focusing on those who face few barriers to employment (i.e.; youth who are self-motivated, self-directed and require minimal assistance finding employment). The program offers a range of non-intensive “light touch” employment services that offer young people an opportunity to gain career management skills, exposure to career exploration activities, and assistance with finding employment, including summer jobs and part-time employment during the school year.

Specific guidelines/policies regarding YJL are introduced as an addendum to ES Guidelines and are posted on the EOPG at <http://www.tcu.gov.on.ca/eng/eopg/programs/yjl.html> The YJL guidelines are a resource to help service providers deliver YJL. Service Provider Agreements set out the legal responsibility for service delivery, and their provisions prevail.

2.7.2 Second Career

Individuals eligible and suitable for financial supports through Second Career (SC) can access them through RI, or through assisted employment services if they require subsequent one-on-one supports.

In either case, service providers will:

- provide individuals with information about SC, the application process, labour market considerations, and career and educational opportunities
- conduct quality eligibility and suitability assessments for participation in SC
- assist individuals in completing the SC application
- based on the outcome of the eligibility and suitability assessment and based on the application-related documentation provided by the individual, service providers will make a recommendation to the Ministry
- service providers are required to follow up at exit, and at three, six, and 12 months on individuals who access SC.

Support for retention beyond follow-up reporting is provided only to those individuals who are suitable for assisted employment service, if identified as part of an Employment Service Plan.

Please see Second Career Guidelines located on the EOPG for more program information.

2.7.3 Employment and Training Supports

Employment and Training Supports are available to address temporary financial barriers to participation in Employment Service. All Employment Service assisted service clients have access to employment and training supports.

Supports are up to \$500 per client participating in any component of assisted Employment Service. They are only available to clients that have a family income that falls within the Low Income “Market Basket Measure Thresholds by MBM Region”. This threshold information is maintained by the federal government, at www.statcan.gc.ca.

Supports can cover costs such as:

- transportation
- work clothing or clothing/grooming needed to achieve credibility
- special equipment, supplies and equipment
- certification charges (that may applied to some short-term courses)
- short-term training costs such as books, materials, workplace safety
- emergency or infrequent child care
- language skills assessment and academic credential assessment
- translation of academic documents for internationally trained individuals
- workplace accommodation needs for persons with disabilities.

The Employment and Training Supports cannot be used towards tuition or registration costs, including apprenticeship. Clients should not receive Employment and Training Supports if they are receiving similar supports under another initiative that offers income support.

2.7.4 Apprenticeship Scholarship

The Apprenticeship Scholarship provides \$1,000 to support individuals who require upgrading to meet the academic eligibility requirements for apprenticeship training in their chosen trade. The scholarship is available to both Employment Service clients accessing assisted services and individuals who access the Resource and Information component.

Eligibility Requirements:

To qualify for an apprenticeship scholarship, the individual must:

- Demonstrate an interest in the skilled trades/apprenticeship
- Be unable to meet the academic eligibility requirement for the trade in which they wish to register as an apprentice
- Be committed to meeting the necessary academic requirements for their chosen apprenticeship program within one year.

Apprenticeship scholarships are awarded to individuals through two payments:

- An initial \$500 payment when the individual is registered for upgrading
- A final \$500 payment when the individual has successfully completed upgrading, is employed, and has a registered apprenticeship training agreement or contract with the Ministry.

SECTION 3.0 - PROGRAM DELIVERY

3.1 Employment Service Customer Service Expectations

Employment Service service providers must have:

- a customer service charter that is posted and visible to customers
- a customer complaint and resolution process in place
- delivery site(s) and facilities and hours of operations that reflect customer need.

A customer service charter expresses the value a service provider places on service quality by encouraging and responding to client feedback. It outlines the process and timeframe for dealing with customer compliments and complaints. Service providers can write charters that include as many elements as they choose. However the following three elements must be included:

- The service provider believes in quality service
- The service provider encourages feedback (compliments or complaints)
- The service provider will follow-up on feedback in a prescribed manner and timeframe.

Delivery sites and facilities must reflect customer need. This includes, but is not limited to:

- Accessible facilities, or service provision at an accessible site
- Itinerant and/or mobile services where local need is identified
- Operating hours that include evenings or weekends, based on identified need.

As part of the Performance Management System (described in Section 4 of these guidelines), service providers report to the Ministry on customer service, including a measure of customer satisfaction. The Ministry will phase in additional service delivery and customer service expectations over time. These are vital to ensuring accountability, consistency in quality, customer experience, and service improvement.

3.2 Service Quality, Outcomes & Activity

Service providers must demonstrate evidence of service quality within their organization, in the Employment Service they provide, and in the outcomes their clients achieve.

As described in Section 4 of these guidelines, the Employment Service Performance Management System defines the Provincial Service Quality

Standard. It identifies the dimensions of success, including core measures for effectiveness, customer service and efficiency. The Ministry's funding is linked to an organization's ability to demonstrate these stated outcomes.

In particular, service providers must demonstrate organizational evidence of service quality that reflects:

- good customer service practices, including flexible hours of operation and systems for gathering customer feedback
- a marketing and outreach strategy that reflects the service provider's customer focus
- development of resources that build on and are complementary to similar resources in the community
- a multi-channel service (e.g. telephone and web-based)
- formal referral arrangements with other service providers and partners in the community
- a process to allow individuals access to Employment Service components
- a strategy that addresses service gaps in the community
- flexibility, responsiveness and seamless service
- confirmation of client/participant eligibility and suitability for service
- coordinated community outreach
- adherence to all EO Information and Referral requirements

Evidence to support the rationale for services and to document Employment Service Plan results will be collected through various methods, including:

- skills assessments
- feedback forms
- training achievement evaluations
- customer satisfaction surveys

3.3 Monitoring

Regardless of which assisted services are identified in the Employment Service Plan for a client, monitoring and follow-up are required. The information gleaned from monitoring and follow-up provides valuable feedback to further support the client, make adjustments to Employment Service Plans, and maintain strong working relationships with employers. It helps the service provider to identify areas of best practice and areas for improvement.

Monitoring occurs while the client/participant or employer is participating in the Employment Service. The level and extent of monitoring will vary depending on client need. However, service providers must ensure:

- services provided support the most efficient and effective route to sustainable employment
- client case notes demonstrate that service provider has engaged the client and employer in developing, monitoring, modifying, and evaluating plans
- client and employer satisfaction is regularly evaluated as needed and on an ongoing basis
- client receive necessary follow-up support
- clients are linked back into other services as necessary.

If a client/participant has started a job, or starts a job shadow, volunteer, job testing and hire, or training placement (subsidized or unsubsidized), regular contact must be maintained. Case notes should reflect the rationale and decisions made.

Coordinated and proactive monitoring with employers and participants allows service provider staff to provide support for job maintenance, to confirm the suitability of the placement match, and solve problems with participants and employers before they become major issues.

Participants

Monitoring support is a proactive approach that allows the delivery staff to build rapport with participants, and to identify employment issues that must be addressed as they arise in the workplace. There should be opportunities for participants to speak with service provider staff off the job site, so that they can express their concerns confidentially.

Employers

Regular communication between service provider staff and employers participating in a placement allows service provider staff to build rapport, and to identify potential problems that the participant may not have identified. It also helps staff evaluate the quality of the placement, receive feedback on the service provided, determine if placement opportunities may be available for other clients, and, if appropriate, encourage employers to participate in apprenticeship training.

3.4 Exit

“Exit” occurs when clients in the assisted Employment Service reach their employment plan goal, are no longer actively participating in service, have decided against continuing with service, or cannot be assisted further. Clients who have not accessed the resources or services of the ES for three consecutive months are determined to be inactive. Their file may be reopened if they return for services at a later date.

An exit interview is a required step for service provider staff, to review progress against the Employment Service Plan, and to assess whether the client would benefit from further referrals or support.

Exit interviews ensure that clients know where and how to access further services. They also determine and report client status at exit. They give clients the opportunity to complete a customer satisfaction survey and provide feedback on services they have accessed.

The exit interview with an employer is also a useful way of gathering customer service feedback on the services provided. It can also help determine future employment and on-the-job training opportunities.

Exit interviews enable service providers to accurately report outcomes on clients exiting at various points of service.

3.5 Follow-Up Support

Follow-up support occurs after a client has exited the assisted service components. Follow-up support is a proactive approach that allows service provider staff to:

- continue to build a rapport with clients
- identify employment issues that need to be addressed
- assist the individual to sustain employment
- maintain contact with employers, especially if the client quit or was fired from previous employment
- enable reporting, as necessary.

They will ensure that clients are linked back into service or other interventions as necessary. This is particularly important for clients who are unemployed or not in an education or training program when exiting from the Employment Service.

3.6 Follow-Up Reporting

Follow-up reporting requirements of Service Providers are as follows:

For ES Clients:

- 100 percent of ES Clients at exit from an assisted component;
- 100 percent of ES Clients at 3, 6 and 12 months after exiting ES until the Service Provider receives a positive result (according to the Service Impact measure of the Employment Service Performance Management Framework – See Section 4.0 of these guidelines)

For Second Career Clients (for both assisted service clients and those individuals referred to Second Career from the RI component):

- 100 percent of Second Career clients at exit, as well as at 3, 6 and 12 months after completion of the training intervention.

SECTION 4.0 – PERFORMANCE MANAGEMENT

4.1 Performance Management Systems

The Employment Service is designed to be effective, efficient, and customer-focused. With the expertise and local knowledge of service providers, the Employment Service provides the most appropriate service to individuals and employers to reach the best outcomes.

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

Performance management systems evaluate service effectiveness, provide benchmarks to ensure a consistent standard of service quality to all customers, and help service providers set targets for service improvement.

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

The performance management system offers multiple benefits. The client receives improved service and results. The benefits to the funder are improved results and value for money. The benefits to the service provider are numerous, and include:

- greater independence in determining delivery strategies and tactics, as Ministry staff take on a more strategic consulting approach to the relationship
- increased influence locally and with the Ministry in discussing changes to service plans, program design and resource allocations
- increased learning from best practices and insight into customer satisfaction
- more flexibility and efficiency and better strategies in planning and resource allocation
- better communication with Ministry staff because of clear and consistent measures and standards
- greater ability to respond to sudden external shifts (community, economic or social) through an empowered and responsive business management model.

4.2 Characteristics of Effective Performance Management Systems

The performance management system is a vital tool for both service providers and the Ministry, for service planning, delivery and management. It helps service providers deliver effective, customer-focused and efficient services, to achieve a high standard of overall service quality.

Effective performance management systems:

- define three dimensions of service delivery success: customer service, effectiveness, and efficiency
- identify four to six inter-related core measures of performance
- establish measurable standards of performance in each service delivery dimension and in overall service quality
- incorporate indicators of organizational strength and capacity
- establish core measure standards with both a baseline (current status) and targets (continuous improvement)
- are based on consistent, reliable, and verifiable data
- link funding to a consistent standard of overall service quality
- are transparent, clarifying performance expectations and their relationship to funding
- focus on continuous improvement, flexibility, adaptability, and constant evolution
- reward excellence and innovation.

A performance management system supports ongoing program design, development, innovation and decision-making. It sets out the core measures of performance that contribute to an overall service quality standard. It ensures that results are assessed on effectiveness, customer service, and efficiency, and that all three components are balanced and evaluated as part of overall service quality.

4.3 Performance Management Roles and Responsibilities

An effective performance management system clarifies the respective roles and responsibilities of service providers and the Ministry.

The Ministry:

Defines the service, sets baseline standards for service delivery and quality.

- designs the service and sets program policy
- provides service guidelines
- develops reporting requirements and tools
- clarifies service delivery and performance expectations

- provides a transparent service and funding decision matrix
- provides advice and guidance on Ministry expectations to organizations developing business and service plans.

Develops the community service plan.

- determines community service levels and points of access
- facilitates and supports local service provider collaboration and service coordination
- engages the community in service planning
- engages service providers in negotiating performance commitments.

Ensures transparency and accountability.

- ensures that service level and funding decisions are consistent with the funding framework
- ensures that funding status decisions are consistent with the Employment Service Funding Decision Matrix (see section 4.4.2)
- monitors and evaluates delivery performance against agreement commitments
- monitors agreement and guideline compliance.

Service Providers:

Deliver services in accordance with the agreement, service guidelines, performance and accountability requirements, standards, and the community service plan.

- plan, implement and evaluate service delivery strategies and operational plans, including procedures to enable the timely identification of risks to the Employment Service, and strategies to address the identified risks, to achieve agreement commitments
- implement processes and procedures that support client and agency-level service decisions consistent with program design and policy and the community service plan
- provide service approaches to accommodate the variable needs of regions, communities, customers, and labour market characteristics
- provide Information and Referral to EO programs and services or other programs and services offered in the community.

Manage resources.

- allocate funding to meet agreement commitments
- provide budget and financial oversight
- implement effective financial and data reporting systems.

Manage business systems.

- develop, implement, and evaluate systems to effectively manage human resources, information, agency and community-level communications, and customer service
- develop and sustain organizational capacity to deliver the Employment Service
- maintain current and relevant information to meet Information and Referral requirements for EO network.

Shared Responsibilities:

- ongoing review and evaluation of service design, the performance management framework, and customer service expectations
- raise the level of service quality across the province, to provide all Ontarians with access to high quality services
- identify leading edge and innovative practices in service design, delivery and performance management.

4.4 Employment Service Performance Management System

The Employment Service Performance Management System (ESPMS) helps service providers to achieve a high standard of overall service quality.

The Employment Service Performance Management System supports:

- priority setting (what gets measured gets improved)
- resource allocation (what gets measured gets funded)
- evidence-based problem solving and decision making
- continuous improvement, based on data-driven decisions.

ESPMS ensures that effectiveness, customer service results, and efficiency results are monitored and reported on. All three are balanced and evaluated as part of overall service quality.

Many service providers have already adopted customer service measurement systems based on results. A Performance Management System enables evaluation of all components of service success, in relation to each other and to overall service quality.

The components of ESPMS include:

- Dimensions and Measures of Service Quality Success
- Employment Service Funding Decision Matrix
- Employment Service Funding Model
- Continuous Improvement in the Ministry's Business Planning Cycle.

4.4.1 Dimensions and Measures of Service Quality Success

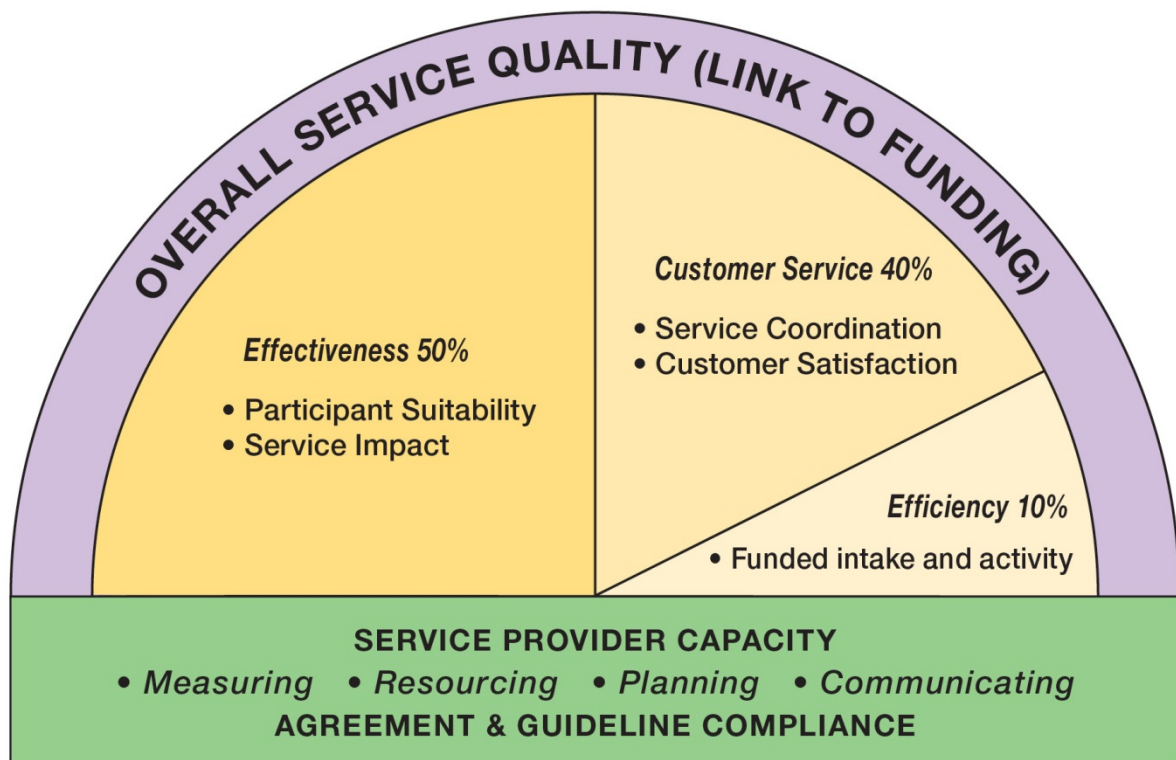
The Employment Ontario ESPMS sets out three broad dimensions of service delivery success:

- **Effectiveness**
- **Customer Service**
- **Efficiency**

The three dimensions are weighted to indicate their value when combined to measure overall service quality.

Employment Service Service Quality Dimensions, Measures, Weights

SERVICE QUALITY DIMENSIONS OF SUCCESS



Within each dimension of service quality, core measures of performance are identified and weighted:

Effectiveness: 50%

The **effectiveness** of the service is measured by who the organization serves – **participant suitability**, and by what the service achieves for those clients - **service impact**.

Effectiveness is captured with two core measures.

Participant Suitability (15%) examines and quantifies identified client and market barriers to employment. This measure ensures that service providers are providing services to those clients most in need of assisted services.

Participant suitability in the ESPMS is measured using the following suitability indicators:

INDICATORS OF SUITABILITY	DEFINITION
Age	The individual is: <ul style="list-style-type: none"> • younger than 20 years of age, or • older than 44 years of age
Education level attained	The highest education level the individual has completed at service/program entrance is: <ul style="list-style-type: none"> • <= grade 12.
Education/credentials from outside Canada	The individual received: <ul style="list-style-type: none"> • their highest level of education (high school diploma, college diploma/certificate, university degree) from outside Canada or • their regulated trade certificate or regulated professional accreditation from outside Canada (resulting in credentials not recognized in Ontario)
Lack of relevant, credible or Canadian work experience	The individual <ul style="list-style-type: none"> • has never had paid employment in Canada or elsewhere (no work experience at all), • has never had paid employment in Canada (have worked outside Canada), • has limited skills and work experience that are inconsistent with labour market attachment/career goals or inconsistent with labour market needs/employer requirements
Time out of school, work or training	The individual has been out of school, or out of work, or out of training for 6 months or more (>26 weeks).
History of poor work retention	The individual has identified that he/she has been laid-off, quit or fired from at least 2 jobs within the last year.
Ineffective independent job search	The individual is unable to conduct a successful job search on their own in the competitive labour market, for various reasons, including: lack of knowledge of job search techniques; difficulty identifying their marketable skills and strengths; poor interviewing/communication skills; limited knowledge of the labour market; unclear how skills match employment opportunities, etc.
Source of Income	The individual has identified his/her source of income as one of the following: <ul style="list-style-type: none"> • Employment Insurance (EI) • Ontario Works (OW) • Ontario Disability Support Program (ODSP) • Dependant of OW, ODSP • No source of income

INDICATORS OF SUITABILITY	DEFINITION
	<ul style="list-style-type: none"> • Crown Ward extended care and maintenance
Language	The service provider has documented evidence that the individual's language skill is a barrier to employment. For example, language assessments based on the Canadian Language Benchmark (for newcomers) or literacy levels.
Labour Market Change	The individual has suffered a recent job loss (within the last 6 months) as a result of company/plant downsizing, closure, layoff.
Indigenous Person	A person of Indigenous ancestry
Person with Disability	<p>The individual has self-identified as a person with a disability as defined by the Accessibility for Ontarians with Disabilities Act (AODA) and Ontario Human Rights Code definition</p> <p>Includes persons who have:</p> <ul style="list-style-type: none"> • any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device; • a condition of mental impairment or a developmental disability; • a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language; • a mental disorder; or • an injury or disability for which benefits were claimed or received under the insurance plan established under the Workplace Safety and Insurance Act, 1997 ("handicap").

Service providers must serve clients who, **on average**, possess a percentage (31%) of the above suitability indicators according to Participant Suitability Profile measure in the Provincial Service Quality Standard (see Appendix I). Since this is an average, it is not necessary for every client to have this exact percentage of the identified indicators. Also, the combination is irrelevant.

This information is collected when the service provider determines that assisted services are required. When further service needs are identified, additional information is obtained.

Service impact (35%) is a measure of the impact or outcome of the services provided. Employment is the primary outcome of an Employment Service. However, employment in a job consistent with a client's skills and education, or training specifically targeted to their career plan, are also valued in the Employed/Career Path measure and the Training/Education measure of service impact.

Overall, service impact is measured with multiple indicators, including:

- Employed
- Self-employed
- Employed and in training or education
- Employed as a registered apprentice
- Employed in a job consistent with career path
- Employed in a professional or trade occupation, or an occupation related to profession or trade
- Employed in a position commensurate with education and training qualifications
- Returned to full or part-time school or training.

As the above indicators show, Service Impact measures what is **different** about the client's status after participation in the Employment Service. Service Impact measures the percentage of clients who have experienced a change in their status as defined above.

Service Impact measures the change in the client's status after participation in this service, tallying the percentage of assisted service clients who have experienced a change in their status, as defined below.

These performance indicators are collected at exit from the Employment Service. Outcome indicators will also be tracked at three, six, and 12 months after exit from the service.

INDICATORS OF IMPACT (service outcome)	DESCRIPTION
Employed/on a Career Path	Client: <ul style="list-style-type: none"> • is employed (paid employment with an employer) full-time or part-time • is self-employed • is both employed and in education (identified below) • is both employed and in training (identified below) • is employed and a registered apprentice (confirmed by local apprenticeship office) • was employed before and is now in a more suitable job consistent with the individual's career path • is employed in a (regulated or non-regulated) professional occupation, trade or related occupation/trade consistent with his/her education/training qualifications
In Education	The client has returned to school full-time or part-time to: <ul style="list-style-type: none"> • Secondary school to continue or complete their education up to and including Grade 12, OSSD or equivalent • Post Secondary – entered a post secondary facility to obtain, pursue or complete a certificate, diploma or degree at a college or university, or if a participant has already achieved a diploma, certificate or degrees and chooses to return to post secondary to obtain an additional diploma, certificate or degree

INDICATORS OF IMPACT (service outcome)	DESCRIPTION
	<ul style="list-style-type: none"> • Academic Upgrading – in academic upgrading working towards secondary or post secondary certification. • Other – any other educational program that provides a certificate or diploma
In Training	<p>The client is recommended to register in training full or part-time, and was not registered in this training at entrance.</p> <ul style="list-style-type: none"> • Second Career Program • Other EO training initiatives such as pre-apprenticeship, Co-Op Diploma Apprenticeship program, etc. • Other occupational skills training – in training to practice a regulated or non-regulated profession or trade occupation or other higher skills occupation in Ontario or training that clearly supports the individual's career goals • ESL/FSL – registered in English or French as a Second Language course if they lack a facility with spoken English or French • Literacy – participant is an adult who already has an understanding of English or French and wants to learn to read, write and do math, as well as, sign or communicate in other forms of language according to need • MCI Bridge projects – registered or participating in an MCI sponsored bridge training project to qualify for a higher skills occupation • Federal – any training program funded by the federal government

Participant suitability and service impact are worth a total of **50%** of the overall Service Quality Target or Standard.

Customer Service: 40%

The **Customer Service** dimension also includes two core performance measures. The measures of Customer Service comprise **40%** of the Ministry's evaluation of overall service quality.

There are two components to the Customer Service dimension. **Customer Satisfaction** tells us how satisfied both individuals and employers are with the service. **Service Coordination** tells us how well service providers are integrated with other services in the community, by tracking supported referrals in and out of the Employment Service

Customer Satisfaction (15%) is a measure of feedback from clients and employers about the service they have received. At exit from service, clients and employers participating in the Employment Service are asked by the service provider to rate (on a scale of 1 to 5) how likely they are to recommend the Employment Service to someone looking for similar services.

Service providers will ask the following question:

On a 1-5 scale, how likely are you to recommend the Employment Service to someone looking for similar services as those you received?

- 1 – Strongly not recommended
- 2 – Rather not recommend
- 3 – No general opinion
- 4 – Generally recommend
- 5 – Strongly recommend

Clients and employers who respond to the question with a 4 or 5 satisfaction rating are considered to be satisfied.

The service provider must select a sample according to the parameters specified in the Business Plan, and must achieve a response rate of 15%. It must include clients and employers who are accessing the full range of service components, including Resource and Information.

Service Coordination (25%) is a measure of how the service provider's coordination, integration and supported access to and from other services are effectively incorporated into the clients' Employment Service Plans. It indicates the level the service provider is giving clients to help them access and participate in education, training, and other types of community services. This measure is applied either while they are engaged in Employment Service or at their exit from Employment Service.

Service Coordination tracks how well a service provider works within the Employment Ontario network and in the community. Indicators include:

- Effective referral into the Employment Service from other community organizations and services
- Registration or confirmed participation in education or training during or after Employment Service
- Registration or confirmed participation in other community services during or after Employment Service.

Service Coordination measures the percentage of clients in the assisted Employment Service who experience effective, supported referrals into, during or at exit from the Employment Service.

On behalf of the client, a formalized referral (a planned, supported and co-ordinated arrangement) is made by the Employment Service provider to the other organization (education/training/ community services). It also recognizes formalized referrals made to the Employment Service provider from another community organization on behalf of a client.

These indicators recognize, as part of a client's Employment Service Plan development, the support an agency provides to help the client access and participate in education, training, and/or other types of community services while they are engaged in and at exit from Employment Service.

INDICATORS OF SERVICE COORDINATION	DEFINITION
Referred in from other organizations	The client has been formally referred, through a recognized referral process to the Employment Service service provider from either another EO service provider or another community organization.
(Referred out) Registered for education/training to complete high school or equivalent	The client has confirmed that they are registered, as a result of the Employment Service service provider, in an education program that will provide them with a recognized high school or high school equivalent certification e.g. GED preparatory, ILC (Independent Learning Centre) - day or evening, high school, ACE (Academic and Career Entrance) certificate program delivered by colleges.
(Referred out) Registered/participating in training	The client has confirmed that they are registered or participating in training as a result of the Employment Service service provider: <ul style="list-style-type: none"> • EO training initiatives including pre-apprenticeship/ apprenticeship, Co-Op Diploma Apprenticeship Program, Second Career Program, Literacy, etc.; • Other training initiatives such as ESL/FSL; MCI bridge training; other government training; training on the job; training and mentoring for self-employment; post secondary education; training at private institutions; etc.
(Referred out) Registered or confirmed receiving services with other community resources that support employability	The client has confirmed that they are registered to receive or are receiving, as a result of the Employment Service service provider, one or more of the following types of supports – OW, ODSP, newcomer services, regulatory bodies, language and/or credential assessment (including literacy), prior learning assessment, housing services, other counselling services, childcare, financial planning, adjustment or plant closure services, other employment interventions, income support, personal supports etc.
(Referred out) Referred out to other Employment programs	The client has confirmed that they are registered to receive services through other EO employment-related programs with the exception of Youth Job Link (YJL)

Efficiency: 10%

Efficiency is the third dimension of service quality, and includes one core measure, with two indicators.

Assisted Services Intake (5%) The number of clients for which the service provider will develop an Employment Service Plan to participate in assisted services. It does not count the number of components they are participating in.

Information Sessions/Workshop Activity (5%) is a proxy indicator for the activity in the Resource and Information area that supports independent or unassisted job search. The proxy is a count of workshop participation activity, which includes structured orientation or information sessions (on or off site), e-learning sessions, or one-to-one sessions up to two days in duration.

Service providers commit to Assisted Services Intake and Workshop Activity levels in their Schedule B, and must achieve at a minimum 90% of these levels.

Efficiency contributes 10% to the overall Service Quality Standard.

Overall Service Quality

Ninety per cent of the Overall Service Quality Standard is based on effectiveness and customer service, while 10% is based on efficiency.

Achieving the standard of overall service quality is key to stable and ongoing funding. The Ministry sets a provincial baseline for each core measure and weights its impact on overall service quality. The service providers' performance is measured against this baseline and their contracted commitments. Funding is secure as long as overall results meet the Provincial Service Quality Standard, and they are in compliance with the Ministry agreement. Service providers must commit to improve performance on any core measures in which they have fallen below the provincial standard.

Service providers can plan the most appropriate activities to achieve that standard, and distribute and manage their resources accordingly.

Setting Performance Baselines

One of the characteristics of effective performance management systems at maturity is using verifiable data on actual performance to set baseline performance standards. Performance commitments listed in the service provider's annual business plan must meet (or exceed) the provincial service quality standard (baseline), and commit to improvement in an organization's actual results.

Over time, baseline standards are adjusted to reflect changes to system-wide performance. As part of the annual business planning cycle, the Ministry will confirm the performance baselines for the following year.

Performance measure definitions and data indicators may also change over time, as data becomes available for analysis and communication with service providers enhances our knowledge and understanding.

Detailed information is available in Appendix 1: Calculating Interim Service Quality Target and Provincial Service Quality Standard.

Organizational Capacity

The ESPMS seeks to sustain and improve results over time. Its foundation lies in the strength of the service provider in planning, measuring, resourcing, and communicating. These are the components of organizational capacity shown in the graphic. While these components do not contribute directly to the measurable standard of overall service quality, they are crucial to the Ministry's service funding decision matrix, and to awards and recognition.

Planning

The service provider can develop, implement, monitor, and modify action plans to achieve stated goals, and to meet their contracted commitments with the Ministry.

Resourcing

The service provider can allocate and develop resources to achieve stated goals, and to meet their contracted commitments with the Ministry.

Communicating

The service provider can interact with its staff, the Ministry and with the community in terms of issues, policies and programs that affect clients and community.

Measuring

The service provider can evaluate its success against its business plan, the Ministry's program agreement, guidelines, service quality standards, documentation standards, and policies and procedures.

Organizational Capacity Indicators and Definitions

DIMENSIONS	ORGANIZATIONAL CAPACITY INDICATORS	DEFINITION
Planning	Demonstrated use of data	The service provider has evidence that data (non-financial), including local LMI, is analyzed and evaluated to make both short and long-term programmatic/service changes that reflect local labour market and community needs.
Resourcing	Administrative Processes	The service provider has administrative systems in place (Admin, Finance, HR, IT) that support the organization's business commitments to customer service, quality and operational performance.
	Financial Performance Results	The service provider can demonstrate it has financial controls and processes in place to track and manage the efficient use of "annual" budget allocations in providing service throughout the fiscal year (period of time for which the budget is allocated). Reporting is

DIMENSIONS	ORGANIZATIONAL CAPACITY INDICATORS	DEFINITION
		accurate and timely.
Communicating	Community coordination	The service provider can demonstrate that it seeks out and coordinates services with other agencies/organizations in their community including school boards, Ontario Works, Service Canada, employer associations and other service providers. The organization participates in local community planning processes.
	Governance	The service provider has <ul style="list-style-type: none"> evidence of Annual General Meetings (AGMs) taking place and that the community is invited to take part, or evidence of a governance structure that has processes/policies to ensure accountability to funders, clients, community and its own staff, and a mission and/or mandate consistent with Employment Ontario goals and objectives
Measuring	Customer Satisfaction and Results Management	The service provider has a customer service charter that commits to a standard of customer service, including a process for customer feedback and timely agency response. The organization has systems and processes to track performance against agreement commitments and standards.
	Service Delivery	The service provider's mandate/objectives are aligned with the services provided.

4.4.2 Employment Service Funding Decision Matrix

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

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

This transparent matrix clarifies what is required to ensure sustainable funding and to access awards and recognition. It also shows when directed improvement requirements or notice of agreement terminations would be implemented.

Employment Service Funding Decision Matrix

	Compliance with MTCU agreement	Provincial Service Quality Standard Achieved	Evidence of Organizational Capacity	Reached Improvement Targets	MTCU RESPONSE
1	✓	✓	✓	✓	Success – Funding approval, Performance Incentive and/or Award Potential <ul style="list-style-type: none"> Service provider is in compliance with agreement and program guidelines and has achieved or surpassed Overall Service Quality Standard for service delivery OC review demonstrates ability for sustained and/or improved results Service provider has attained improvement targets identified in last agreement
2	✗	✓	✗	✗	Official Review – Funding Approval with Immediate Compliance Directive <ul style="list-style-type: none"> Service provider is NOT in compliance with agreement despite achieving or surpassing Overall Service Quality Standard for service delivery and must submit an action plan for achieving compliance OC review demonstrates little ability for sustained or improved results Service provider did not meet improvement targets from last agreement
3	✗	✗	✓	✗	Directed Improvement – Funding Approval with Compliance and In Year Improvements to Overall Service Quality Standard <ul style="list-style-type: none"> Service provider is NOT in compliance with contract/guidelines and must submit an action plan for achieving compliance Service provider has not achieved Overall Service Quality Standard for service delivery nor improvement targets from last agreement OC review demonstrates there is capacity and potential for immediate improvement
4	✗	✗	✗	✗	Termination – Notice of contract termination, procedures to support client service transfer <ul style="list-style-type: none"> Service provider did not achieve in year service improvements to standard and does not demonstrate necessary OC to support improvement Service provider is persistently in non compliance with agreement/guidelines. <p><i>NB: A serious breach of agreement such as (i.e. fraudulent activity) is considered sufficient grounds for immediate termination.</i></p>

4.4.3 Employment Service Funding Model

The development of the Employment Service funding model was guided by key objectives, including:

- responsiveness and flexibility – the ability to accommodate differences in local labour markets and regions
- customer service – the ability to accommodate differences in the targeted client base, integration of service and customer satisfaction
- accountability - ensuring value for money through high quality service
- focus on results - recognizing high quality service performance
- stability – supporting the deliverers' organizational capacity and ability to sustain and improve results over time.

Based on these objectives, the Ministry has adopted a graduated operating grant approach to funding.

Funding Categories

There are two budget lines in the funding model: operating funds, and flow-through incentives and supports.

- Operating funds are for the direct delivery of all of the components of the Employment Service (unassisted and assisted) to the service quality standard contracted with the Ministry. Costs related to the provision of the Employment Service considered as part of a service provider's day-to-day operations include:
 - staff and management salaries, wages and benefits
 - hiring and training of staff (including professional development)
 - marketing (signage, print/web ads, outreach, etc.)
 - facilities (rent)
 - other direct operating expenditures related to the delivery of the Employment Service.

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

For example:

Total Operating Budget	\$340,000
Administrative Overhead (maximum of 15%)	<u>\$60,000</u>
Total Operating Allocation	\$400,000

- Employment and Training Incentives for Employers and Employment and Training Supports for Clients/Participants are “flow-through funds” to provide employment and on-the-job training opportunities for employers and participants, and to remove financial barriers to participation in the program.

Employment Service Unit Definition

The Ministry expects that many individuals will benefit from the independent services of the Research and Information (RI) component, and that clients who require assisted Employment Service will not require the support of all the components.

The Employment Service Unit outlined in the funding model counts the number of clients who require access to assisted Employment Service, regardless of how many components of that service they may participate in.

- The operating funding range calculations assume at least two assisted service components per individual, and include funding to support the delivery of RI services to individuals who do not enter assisted services.
- The employment service unit calculation is used solely to establish an assisted service client activity level to help determine operating funding.

Funding ranges

Funding ranges for this model were based on analysis of service activity and funding of the Ontario Employment Assistance Services, Ontario Targeted Wage Subsidies, and Job Connect program contracts.

Operating Budget

The funding within the ranges for Employment Service Units is linked to a number of variables. These variables, along with performance commitments, will inform the funding decision:

- Population base (What are the unique characteristics of the people in my community? How do their characteristics align with the client suitability indicators?)
- Location (Are there service delivery provisions to facilitate access to service e.g. are itinerant services required? Are multiple points of service required?)
- Labour market environment (What are the characteristics of the local labour market? Are there increased investments, job opportunities, downsizings or potential layoffs?)
- Results (Are performance commitments being met, and is there evidence of service quality?)
- Economies of scale (Will efficiencies be realized through higher levels of service intake.)

Incentives and Supports

Some clients or employers need incentives and supports to remove barriers to participation and support placements.

As part of the agreement negotiation, service providers can present information about their client base profile, to support a higher proportion of their clients getting hiring support and on-the-job training incentives.

As part of the business planning cycle, the Ministry evaluates incentive and support usage, and adjusts it as required semi-annually.

Employment Service Funding Model

Employment Service Unit - Funded Intake Range	Employment Service Unit - Funding Ranges \$	Operating Budget Ranges* \$	Employment & Training Incentives & Supports \$
up to 399	1,000 - 2,950	100,000 - 600,000	21,000 - 84,000
400 - 899	925 - 2,100	370,000 - 1,250,000	84,000 - 189,000
900 - 1,499	850 - 1,200	765,000 - 1,750,000	189,000 - 315,000
1,500 - 1,999	795 - 1,000	1,192,500 - 2,000,000	315,000 - 420,000
2,000 and up	795 - 795	1,590,000 - negotiated	420,000 - negotiated

Operating Funds

Provides funding to:

- Deliver "assisted" Employment Service to negotiated service level
- Provide RI component
- Meet Provincial Service Quality Standard (Targets 2010/11)

*** It is unlikely that the maximum unit funding would be applied to the upper activity limits.**

Employment & Training Incentives

- Up to \$8000 for on-the-job training placement
- Flow through funds

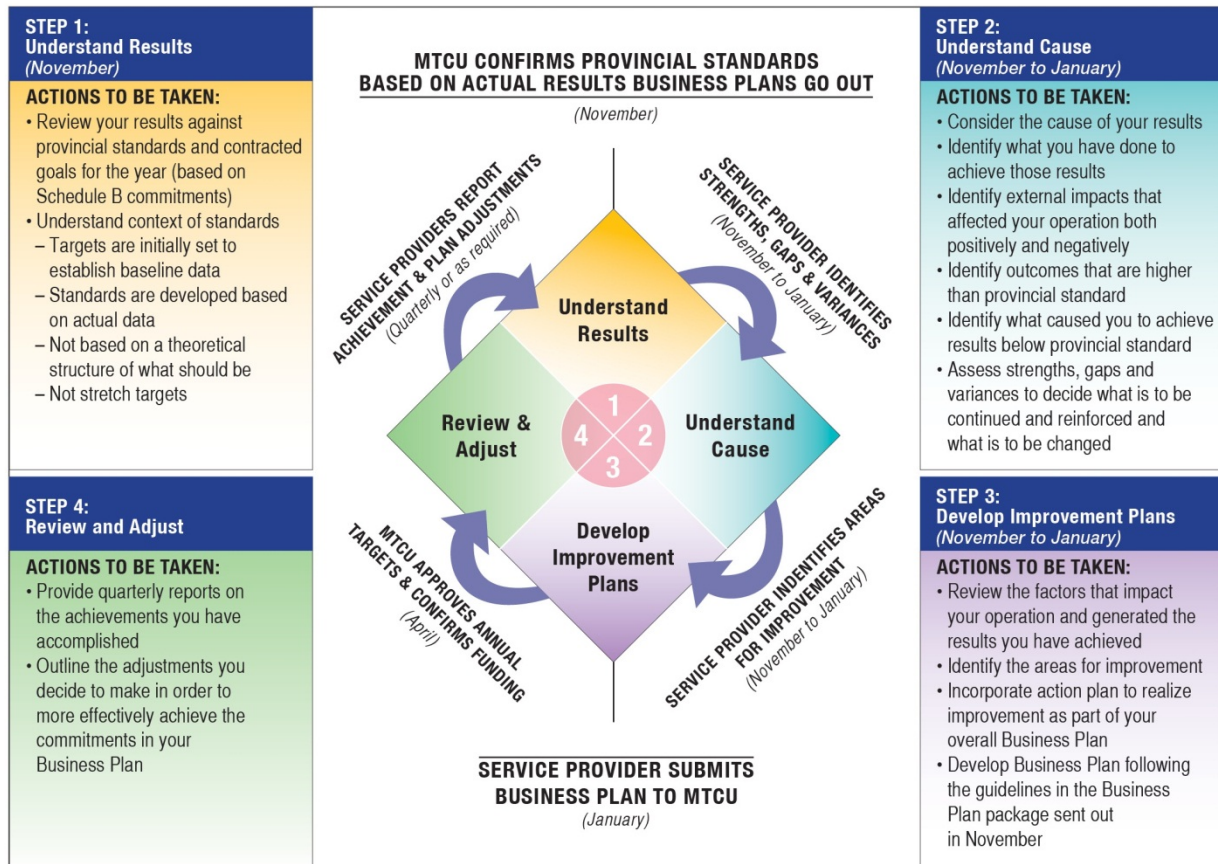
Employment & Training Supports

- Financial supports (up to \$500) to remove barriers to job search (i.e. certification, transportation, work boots, temporary childcare)
- Based on need and Low Income "Market Basket Measure Thresholds by MBM Region"
- Flow through funds

4.4.4 Continuous Improvement in the Ministry's Business Planning Cycle

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

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



This graphic demonstrates the program annual business management cycle. The performance management framework is based on results and continuous improvement.

The diamond in the centre represents the four steps service providers use to manage the success of their services – understanding the results achieved today, understanding the cause of the achieved results, developing strategies for improvements, and reviewing and adjusting on an ongoing basis.

Around the centre diamond, the graphic shows the main inputs and outputs through an annual business planning cycle, including a sense of timing throughout the year. For example, it indicates when the Ministry will confirm

performance standards and expectations for the following fiscal year, and when service providers are expected to submit business plans for that year.

SECTION 5.0 ADMINISTRATION

5.1 Program Facilities and Facilities Leases

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

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

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

Facility Leases

The Ministry recognizes the importance of co-location arrangements with community stakeholders such as Apprenticeship, other Employment Ontario programs, other ministries (such as MNDM and MCI) and other community services. These arrangements may be established to enhance good customer service, community access, and cost efficiency.

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

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

5.2 Accessibility for Ontarians with Disabilities, Act 2005

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

Additional information on the AODA is available at www.e-laws.gov.on.ca (Frequently Accessed Law section)

Or through:

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

5.3 Access to Information and Protection of Privacy

Under the agreement with the Ministry, service providers agree to protect the personal information they collect, use and disclose, in order to deliver and report on the Employment Service.

Privacy Policy and Privacy Training

Sections 2.3(a), 9(3)(a) and 9(3)(b) of the Agreement require services providers to:

- establish and implement a publicly available privacy policy that complies with the Personal Information Protection and Electronic Documents Act (PIPEDA), a federal statute that regulates how private-sector organizations collect, use and disclose personal information in the course of commercial activities, or the Canadian Standards Association's (CSA) Model Code for the Protection of Personal Information;
- designate an official who will be responsible for ensuring compliance with the privacy protection provisions of the Agreement; and
- implement appropriate privacy protection training of employees and subcontractors who have access to personal information of individual clients.

Service providers must ensure that their employees and contractors who need access to the personal information of individuals are aware of their privacy policy and the privacy protection provisions of the Agreement.

Not all service providers will be subject to PIPEDA. Service providers may want to contact the federal Privacy Commissioner to help them to determine whether they are subject to PIPEDA.

If service providers are not subject to PIPEDA, their privacy policy must be based on the 10 basic principles set out in the Canadian Standards Association (CSA) Code for the Protection of Personal Information.

PIPEDA is available at www.priv.gc.ca as well as a fact sheet on the application of PIPEDA to Charitable and Non-Profit Organizations.

The CSA Code for the Protection of Personal Information is available at www.csa.ca.

Contractual Provisions regarding Access and Privacy

Article 9, Access to Information and Protection of Privacy, addresses access and privacy. It is important to note that the Ministry will be performing compliance checks on the safeguarding of personal information.

Service providers must review their privacy policy to ensure that they comply with the obligations set out in Article 9.

Under Section 9.1 of the Agreement, service providers agree to deliver the Employment Service in a manner that ensures that the Ministry is not in breach of its obligations under FIPPA.

Under Section 9.2 of the Agreement, service providers acknowledge that any information they provide to the Ministry can be subject to disclosure under FIPPA. For example, the Ministry may have to disclose the information if someone makes an access request.

Section 9.3 reiterates the obligations of service providers to protect privacy in accordance with their privacy policies, and sets out some concrete steps that must be taken including, but not limited to:

- only collect, use and disclose personal information of individual clients if necessary to deliver the services and comply with obligations under the Agreement
- limit access to personal information of individual clients to employees and subcontractors who need the personal information to deliver the services and ensure the service provider's compliance with obligations under the Agreement
- before disclosing personal information of individual participants to employees and subcontractors, enter into an Agreement with them requiring them to be bound by the service provider's protection of privacy policy and the privacy protection provisions of the Agreement with the Ministry
- ensure the security and integrity of any personal information of individual clients collected by implementing, using and maintaining the most appropriate products, tools, measures and procedures to prevent the unauthorized or inadvertent collection, use, disclosure, loss alteration or destruction
- ensure the secure and irreversible destruction of paper and electronic records containing personal information of individual clients when it is no longer needed for service delivery or to comply with obligations under the Agreement

- notify the Ministry as soon as the service provider becomes aware of a potential or actual breach of any of the privacy protection provisions of the Agreement.

Ministry Access to Personal Information in the Custody or under the Control of the Service Provider

The Ministry does not have custody or control of a service provider's records.

However, under the Agreement with the Ministry, the service providers agree to make certain information, including pertinent limited personal information, available to the Ministry for the purpose of administering and financing the Employment Service. Administration includes:

- assessing service provider performance, this includes its effectiveness, efficiency and customer service results; monitoring, inspecting, investigating, auditing and enforcing service provider compliance with the Agreement with the Ministry;
- planning, evaluating and monitoring the Employment Service, this includes conducting surveys; and conducting policy and statistical analysis and research related to all aspects of the Employment Service; and
- promoting the Employment Service, may include public relations campaigns related to the Employment Service.

In order to comply with its obligations under the Freedom of Information and Protection of Privacy Act, the Ministry will need to obtain the consent of the affected individuals to the indirect collection of their limited personal information. In addition, the Ministry will need to give these individuals notice of the uses it proposes to make of their personal information. One of these uses is sharing an individual's personal information with external third parties, such as other service providers and other government departments.

Section 9.3(e) of the Agreement with the Ministry requires the service providers to obtain the consent of every participant to the indirect collection of personal information by the Ministry and to give notice of the uses the Ministry will make of their personal information. The consent and the notice are included on the Employment Service Participant Registration form.

5.4 French Language Services

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

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

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

1. Outreach
 - Marketing materials (brochures)
 - Outreach strategies developed and conducted
2. Oral Communications
 - Telephone
 - In person, such as interviews, visits, meetings, workshops and/or information sessions and consultations
3. Written Communications
 - Correspondence such as letters and faxes
 - Email, interactive databases and Internet
4. Signage and Public Notices
 - Interior and Exterior
5. Forms and Documents
 - Stationery
 - All forms used for identification, certification or application such as licenses, and certificates
 - Any document intended for public use

Additional information on the FLS Act is available at <http://www.ofa.gov.on.ca/english/FLSA.html>.

5.5 Promotion, Communications and Graphic Standards

Any communication/message to the public about the Employment Service (printed or broadcast) must include the Employment Ontario logo and message. This includes, but is not limited to, news releases, posters, flyers, brochures, newspaper displays and classified advertising, radio or television advertising, billboards, transit shelters, and newsletters that are produced by service providers.

Service providers must place prominently, in public view, any signs supplied by the Ministry and other signs that clearly identify Employment Ontario or Employment Service.

Service providers are required to have the signage, issued by the Ministry, posted in public view at each funded site.

If a service provider is involved in a joint marketing and communications campaign with programs funded by other sponsors, the Employment Ontario message must be placed in a prominent position, comparable in location and size to those of other sponsors. This guideline applies to the appearance of the logo and message in promotional materials, as well as signage displayed in the service provider's office.

Service providers must use official hard copy or digital master artwork when reproducing the Employment Ontario logo, and may not alter or add to it in any way.

Employment Ontario Visibility Guidelines

Detailed Employment Ontario Visibility Guidelines are available on the Employment Ontario Partners' Gateway website at <http://www.eopg.ca/>.

Refer to the guide online at http://www.tcu.gov.on.ca/eng/eopg/publications/visible_guidelines_delivery_partners_in25.pdf.

5.6 Employment Service Documentation Requirements

Resource and Information (RI) Requirements

Resource and Information is the only component of the Employment Service that can be accessed independently by individuals and employers. However, the Ministry requires documentation of RI activities to support evaluation, and assist in service planning for both the Ministry and the service provider.

Service providers must maintain evidence of the type of workshops/information sessions offered and the number of attendees.

Assisted Employment Service Requirements

For assisted Employment Service components such as Job Search, Job Matching, Placement and Incentives or Job/Training Retention, service providers must collect and maintain documentation for the client. In the case of Job Matching, Placement and Incentives and Job/Training Retention, they must also do this for the employer.

The documentation in both the client's record and the training or placement agreement must accurately reflect the range and extent of services, as well as

the client's Employment Service Plan. The documentation and its specifics will vary by client.

Records for all assisted Employment Service clients must:

- include a completed, signed and dated Employment Service Participant Registration form, which contains the Ministry's notice of collection and the consent to the Ministry's indirect collection of personal information
- contain a statement on file that the client's birth certificate, driver's license, or other photographic identification has been reviewed
- contain a statement on file that any necessary immigration papers or work permits have been reviewed
- clearly document CSPC activities and case management support, with providers documenting the full range and rationale for services including, but not limited to, client assessments, Employment Service Plans, service referrals and evidence of progress and follow-up services
- if financial training supports are provided, client's file must contain:
 - the reason for the supports
 - the amount of training supports
 - validation of client's income
 - an authorized signature for support allowance.

In addition to the above documentation requirements, client files must include the following documentation for Employment Ontario services received:

Client records in Job Search service must contain:

- A clear and achievable Employment Service Plan for employment, training, or education, describing how it relates to the local labour market, education or training opportunities in the community
- Rationale to support program participation, including an assessment of the client's credibility in the labour market, along with suitability and employability information
- Clear explanations of how service is expected to improve employability, suitability, and credibility in the labour market
- Rationale for workshop attendance and noted outcomes
- Evidence that service provider staff are monitoring and supporting the client's job search, and developing alternative strategies as necessary.

Trainee records in Job Matching, Placement and Incentives services must contain:

- A clear and achievable Employment Service Plan for employment, training or education, describing how it relates to the local labour market, education or training opportunities in the community

- Identified steps to achieve goals and commitments made by the individual and the service provider
- Evidence of the client's ownership of action/training plan to support their Employment Service Plan (for example, sign off, records of discussion)
- Activities undertaken and progress made against the Employment Service Plan, including duration, type of support provided, and details of level of training incentive (if applicable)
- Evidence of approval of support and disbursement (if applicable)
- Rationale for decision on how the placement will be tailored to the participant and employer's needs
- Confirmation that there is a signed and dated training incentive agreement for each placement, and that the terms and conditions of the training agreement are met by the employer and participant
- Updated Employment Service Plan and recorded skills and knowledge acquired
- Evidence of follow-up; where the participant has not secured employment at the end of a placement, evidence that Employment Service staff have determined the need for further services as appropriate
- In cases of service termination, reasons to support termination, such as work-related absences as reported by the employer, or unacceptable behaviour, as well as documentation that the service provider assisted the participant to seek possible resolutions to problems prior to terminating service.

Employer records in Job Matching, Placement and Incentives services must contain:

- Proof of employer's eligibility
- Documentation of at least one initial site visit per employer, prior to any placements, to confirm that the employer can provide a suitable and safe workplace environment
- Employer declaration of WSIB or alternative workplace safety insurance coverage, and third party liability insurance
- A completed Employment Service Employer Registration form
- Employer profile information, including size, sector, and the participant's occupational profile
- Information that describes the capacity of the employer and the workplace to provide relevant training
- A completed, signed copy of the training/work experience plan
- Evidence that the employer has participated in the development and provision of training
- The number and type of Employment Service placements provided
- Assessment of the employer's record for fulfilling training commitments and for providing employment to the participant after the training is completed

- Evidence of employer's request for training incentives
- Information on training incentives (if applicable) and placement durations
- Evidence of service provider approval and payment of incentives (if applicable) based on the training/work experience plan.

5.7 Information Management Requirements

Personal information must be managed to ensure the respect of privacy and adherence to all contractual requirements and applicable laws.

Effective documentation, records and systems are essential components of good service delivery. They are necessary to sound case management practices, and to demonstrate that the service is being delivered according to the program guidelines and standards. They are also necessary to ensure that all legal and accountability requirements are being met.

Service providers are expected to develop and maintain relevant and up-to-date systems for planning, monitoring, and reporting program activity and expenditures for each funded site. At a minimum, the information management records, systems, and procedures must:

- Ensure that full documentation is available, verifying that the statistical and financial information entered into any Ministry systems and other service provider management systems meets the reporting and audit requirements of the Ministry
- Provide prompt and accurate reimbursement to employers, according to the terms and conditions of the training or placement agreement
- Protect client privacy in accordance with the agreement with the Ministry, including records through storage in a secured system, for both electronic and manual records
- Make client and employer records accessible for audit purposes by identifying them in a distinct manner, rather than only by name
- Cross-reference employer information with that of the Employment Service clients.
- Ensure records and information are used for ongoing evaluation of services to clients and employers.

Data Security/Storage

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

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

Standard measures for safeguarding information can include:

- Store hard copy personal information in lockable file cabinets
- Adopt and maintain a clean-desk policy
- Lock all unattended personal information (both hard copy and electronic)
- Locate computers so that unauthorized individuals cannot view information
- Do not leave personal information on voicemail
- Avoid sending personal information by fax.

Other Resources:

[IPC Practice Direction: Safeguarding Privacy in a Mobile Workplace](#)

[IPC Fact Sheet #10 - Secure destruction of Personal Information](#)

Reporting and Record Keeping

Under Section 7.1 of the Agreement, service providers are required to make reports to the Ministry on their delivery of the Employment Service and use of the funds provided by the Ministry. These reports are set out in Schedule D of the agreement.

Under Section 7.2 of the Agreement, service providers are required to keep and maintain records relating to the delivery of the Employment Service and the use of the funds provided by the Ministry. These records include personal information of individual clients.

Under Section 7.3 of the Agreement, service providers are required to make their records available for inspection by the Ministry or its auditor and for the purpose of an audit or investigation of their expenditure of the funds under the agreement and/or delivery of the Employment Service.

This provision also allows the Ministry to audit, inspect, or review the service provider’s compliance with the privacy protection provisions of the agreement.

Record Retention

Section 7.2 of the agreement requires service providers to keep and maintain any records and documents containing personal information within the meaning of FIPPA and PIPEDA for seven (7) years.

5.8 Forms

Program Forms

Several program forms have been developed for the delivery of the Employment Service. They are:

- Employment Service Participant Registration form
- Employment Service Employer Registration form
- Employment Service Training Incentive Placement Agreement
- Employment Service Training Incentive Placement Agreement – Participant on Service Provider Payroll.

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

The Employment Service Participant Registration form includes the client's consent to the collection, use, disclosure, and retention of personal information for use by the Ministry.

Use of these forms ensures:

- consistency in the administration of the programs and services
- that each service provider is collecting, using, disclosing, and retaining the limited personal information that is necessary to complete the programs and services
- that the Ministry has obtained client consent to the indirect collection of their personal information
- the provision of the notice of indirect collection of personal information that the Ministry is required to provide to clients under the Freedom of Information and Protection of Privacy Act (FIPPA)
- the difference between the Ministry's indirect collection and use of personal information and the service provider's own collection and use of personal information for their purposes.

If a service provider needs additional consents or other documents to delineate their collection, use, disclosure and retention of personal information, or meet its legal obligations under the Personal Information Protection and Electronic Documents Act (Canada) or any other pertinent legislation, the service provider must develop a separate document for this purpose. Note: The Ministry's Employment Service Participant Registration form may not be altered for these purposes.

All Employment Service program forms are available on the Employment Ontario Partners' Gateway (EOPG) site at <https://eopg.labour.gov.on.ca>.

Workplace Insurance

These forms are required of all employers participating in the Job Matching, Placement and Incentives component of the Employment Service. Service providers must ensure that employers with Workplace Safety and Insurance Board (WSIB) coverage complete the WSIB forms as necessary. These forms may not be modified:

Workplace Safety and Insurance Forms (available at www.wsib.on.ca)

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

5.9 Employment Standards Act

The Employment Standards Act governs employment placements in the Job Placement, Matching and Incentives component of Employment Service.

Service providers must be aware of the provisions of the Employment Standards Act. A Guide to the Employment Standards Act is available at:

www.ontario.ca/labour

or call the Information Centre at
Tel: 1-800-531-5551, or in Toronto at (416) 326-7160

A copy of the Act is available at: www.e-laws.gov.on.ca

5.10 Ontario Human Rights Code

Service providers and employers participating in Employment Service must be familiar with and comply with the requirements of the Ontario Human Rights Code.

Copies of the Code are available at: www.e-laws.gov.on.ca

Or through:

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

For general information on the Ontario Human Rights Code, please call:

Tel: 1-800-387-9080, or in Toronto at (416) 314-4500

The Ontario Human Rights Commission is located at:

180 Dundas Street West - 7th floor
Toronto, Ontario
M7A 2R9

5.11 Trainee Placement Insurance

Workplace Safety

The Employer must provide workplace safety insurance coverage for the trainee/employee while on a job placement through Employment Service, whether the trainee/employee is on the service provider's payroll or the employer's payroll. This includes all placements, paid or volunteer, subsidized or unsubsidized.

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

Workplace Insurance Coverage and Claims

Employers with mandatory WSIB coverage must file WSIB claims. They may elect to file claims under either their own coverage or under the Ministry's WSIB coverage.

Employers under voluntary WSIB coverage carry WSIB coverage or an alternative type of workplace safety coverage. If they do carry WSIB coverage, they may elect to use either their own WSIB coverage or the Ministry's WSIB coverage.

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

If employers file claims under the Ministry's WSIB the experience ratings and premiums for their own coverage will not be affected.

Coverage and Claims for Workplace Safety and Insurance Board Benefits

Compulsory WSIB Coverage

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

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

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

Voluntary WSIB Coverage

It is **not** compulsory for banks, insurance companies, dentists, lawyers, and hairdressers/barbers to register for WSIB coverage. However, employers in these businesses can apply to WSIB for coverage. Service providers can contact WSIB to confirm which employers/businesses **do not** require mandatory coverage: Tel: 1-800-387-8638 or in Toronto at: 416-344-1013

WSIB Claims

It is the responsibility of the trainee/employee to notify their employer in the case of any injury/disease the same day that it occurs, or as early as possible. The employer must immediately notify the service provider, even if they are claiming under their own coverage, and assist with any information needed to complete the injury/disease report or claim if they are claiming under the Ministry's coverage. These procedures must be clearly explained to clients and employers at the outset of a training placement.

If the employer is registered with WSIB and elects to file claims under the Ministry's WSIB policy, both the employer and service provider should complete and sign a Letter of Authorization to Represent Placement Employer form.

Procedures

To file a claim under the Ministry's WSIB policy, the service provider must complete the Employer's Report of Injury/Disease (Form 7) using the firm #825164.

When completing Form 7, Section B, Employer Identification, the following information should be indicated:

Employer Name	Ministry – followed by the service provider's name and phone number
Firm Number	825164

Address	Service provider's address
Telephone/Fax Number	Service provider's number
Worksite Location, Branch, Plant, Department Where Worker Employed	Company/business name where the employee has been placed and phone number

Please ensure that all placement employers are aware that they must advise their service provider immediately of learning of the accident/injury/disease. In turn, the service provider must:

- complete Form 7 within **three** working days of the accident/injury, where applicable. NOTE: The WSIB procedures which must be followed, including the specified timeframes, are based on the individual circumstances and impact/severity of the injury, i.e., length of time injured employee is absent from work and/or employee's need for modified work. Please review the WSIB guidelines available at www.wsib.on.ca to determine if/when a WSIB claim should be filed.
- Note: Service providers are encouraged to complete Form 7 on-line and submit it electronically. The forms are available on-line at www.wsib.on.ca. A late-charge penalty of \$250 is charged by WSIB for each Form 7 received after seven days from the date of the accident, where applicable.
- fax, email **or** mail the completed report to WSIB within **seven** working days of the accident
- fax **or** mail a copy of the report to the appropriate regional office of the Ministry, where applicable,

Also, the service provider must:

- Submit a **new** Form 7 if the information regarding the claim is revised. The word "revised" must be written clearly at the top of the form to indicate that the claim was previously submitted; and
- Fax **or** mail a copy of the revised report to WSIB
- fax **or** mail a copy to the Ministry.

Return to Work

The employer and the trainee are responsible for notifying the service provider when the trainee has returned to work. The service provider must:

- complete a WSIB Employer's Subsequent Statement (Form 9)
- fax **or** mail the completed form to WSIB

- fax **or** mail a copy of the completed form to the Ministry.

5.12 Third Party Liability Insurance

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

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

Employment Service policy requires all program employers receiving subsidies or placement services to carry workplace safety insurance. This policy reflects the Ministry's commitment to improving workplace safety for all Ontarians, particularly young workers.

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

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

The Employer must provide appropriate third party liability insurance, whether the trainee/employee is on the service provider's payroll or the employer's payroll. This includes all placements: paid or volunteer, subsidized or unsubsidized.

Participant Coverage while with the Service Provider

While receiving service at the service provider, participants in Employment Service are covered under the service provider's liability insurance coverage.

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

5.13 Employment Ontario Information and Referral Resource Tools

- Employment Ontario Information and Referral Resource Guide (http://www.tcu.gov.on.ca/eng/eopg/publications/ir_resource_pkg_2008.pdf)
- Employment Ontario Website (<https://www.ontario.ca/page/employment-ontario>)
 - Employment Ontario program and service material produced by the Ministry
 - Employment Ontario "Find Services in your Area" function to find Employment Service provider descriptions and contact information from FindHelp 67

Information Service's 211 database at <http://www.211ontario.ca> and/or other sources provided by the Ministry

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

Additional Documentation

The following documents pertaining to Employment Service are published independently of these guidelines. They support and expand on the information in this document:

- ES Service Provider Business Plan Guidelines – will provide direction and information for ES service providers to complete their submission to the Ministry
- ES Audit and Accountability Requirements for Service Providers - Comprehensive guidelines relating to the formal audit process are published separately.

APPENDIX I: Provincial Service Quality Standard (SQS)

With the development of the Employment Ontario Information System (EOIS), full data collection began in 2010. This allows for analysis of data to set baseline standards for core measures of performance, and for the Provincial Service Quality Standard. These will be confirmed in the Business Plan.

As of year-end 2015/16, the Service Quality Standard was achieved by over 97% of the ES delivery network. As part of continuous improvement, TCU has made a small increase in the standard. The ultimate goal of continuous improvement is to improve service provider performance and program outcomes to better meet client needs.

Provincial Service Quality Standard

DIMENSION	MEASURE	MINIMUM PROVINCIAL STANDARD	WEIGHT	SQS VALUE	MAXIMUM VALUE
Customer Service (40%)	1. Customer Satisfaction (client/participant/employer)	90%	15%	1.35	1.5
	2. Service Coordination	34%	25%	0.85	2.5
Effectiveness (50%)	3. Service Impact - Employed/Career Path	69%	25%	1.73	2.5
	- Training/Education	10%	10%	0.10	1.0
	4. Participant Suitability Participant Profile	31%	15%	0.47	1.5
Efficiency (10%)	5. Funded Intake and Activity Intake in assisted services	90%	5%	0.45	0.5
	Workshop Activities/Information Sessions	90%	5%	0.45	0.5
Service Quality Standard				5.40	10.0

1. Customer Satisfaction $(0.9 \times 1.5) = 1.35$

2. Service Coordination $(0.34 \times 2.5) = .85$

3. Service Impact

Employed/Career Path $(0.69 \times 2.5) = 1.73$

Training/Education $(0.10 \times 1.0) = 0.10$

4. Participant Suitability $(0.31 \times 1.5) = 0.47$

5. Funded Intake and Activity

Intake in Assisted Services $(.90 \times .5) = 0.45$

Workshops $(.90 \times .5) = 0.45$

Overall Service Quality Standard 5.40

The standard for each core measure is multiplied by its weight to obtain a value, and the values are added together. In this example, the sum of values results in a minimum service quality standard of 5.40. The maximum service quality standard is 10.0. Core measures cannot achieve a value higher than the maximum value assigned to it.

APPENDIX II: Glossary

The five components of the Employment Service are:

- **Client Service Planning and Coordination** determines which components of the Employment Service are appropriate for the client. It monitors and adjusts the Employment Service Plan, and supports client access to other EO programs and services and other government and community services. CSPC is embedded in all the Employment Service components.
- **Resource and Information** is a community resource. It provides information on local training and employment opportunities, community service supports, occupational and training requirements, and resources to support independent or “unassisted” job searches. It also helps clients in career clarification and planning, and with informed decisions on education, training, and employment.
- **Job Search** offers structured and individualized support for conducting successful job searches.
- **Job Matching, Placement and Incentives** matches skills and interests with employment opportunities and employers’ needs. Employers can receive financial incentives to provide on-the-job training, including apprenticeship training, work experience opportunities, skills level/employability assessments, and “job test and hire”. Job test and hire enables a participant to test a job, and accept an offer of employment if successful. The employer gets an opportunity to test the participant’s skills and “fit”, and make an offer of employment if successful.
- **Job/Training Retention** supports longer-term attachment or advancement in the labour market. It is in addition to regular placement monitoring, support, and follow-up.

Definition of customer, client and participant:

- **Customer/Individual** - the people/Ontarians who are using any EO or provincial government program or service
- **Client** - the person using the ES assisted service components of the service provider
- **Participant** - the person who is actively engaged in the job matching, placement and incentives and job/training retention service components

Performance Management System:

A Performance Management System is a quantifiable and systematic approach to evaluating service effectiveness. It ensures a consistent standard of service quality to all customers. It enables all components of service success to be evaluated, in relation to each other and to overall service quality. The

components of the Employment Service Performance Management System include:

- Dimensions and measures of service quality success – effectiveness, customer service, and efficiency
- Employment Service Funding Model
- Employment Service Decision Matrix
- Continuous Improvement in the Ministry's Business Planning Cycle

Market Basket Measure (MBM) is a measure of poverty. It is based on the cost of a specific basket of goods and services representing a modest, basic standard of living. It includes the costs of food, clothing, footwear, transportation, and shelter. MBM regions are smaller than those traditionally used to determine the low income cut-off (LICO). They allow, for example, different costs for rural areas in the different provinces. These thresholds are compared to the disposable income of families to determine low income status.

Operating funds:

Operating funds are for the delivery of all of the components of the Employment Service (unassisted and assisted) to the service quality standard contracted with the Ministry. They take into account the costs inherent to the delivery of all Employment Service components, such as rent, utilities, staff/management, administrative overhead, staff development/training, management/accountability, annual business planning, ongoing performance analysis, planning for continuous improvement community marketing, etc.

Flow-through funds:

Employment and Training Incentives and Supports are “flow-through” funds for employers and individuals to provide employment and on-the-job training opportunities, and to remove financial barriers to participation in the program. Flow-through funds are paid directly to the employer or participant by the service provider who is responsible for the administration and management of the funds.

Business plan:

Service providers must complete and submit a business plan annually. The plan must detail the organization's service commitments and performance targets, and how it will achieve them.

Employment Service Funding Decision Matrix:

The matrix sets out clear, consistent expectations for service providers. It clarifies what is required to ensure sustainable funding and access awards and recognition. It also shows when directed improvement requirements or notice of agreement termination would be implemented.

Continuous improvement:

Provides a clear and consistent way to integrate the use of performance measurement for service improvement into a service provider's infrastructure.

APPENDIX III: Four examples of potential Employment Service responses, based on client characteristics

1. Market perceptions challenge the client's credibility

Example: Internationally trained clients with no relevant or recent Canadian work experience, or people with disabilities. Both types of clients are highly motivated and have the skills to do the job, but are not sure of the steps to take to get the job. Employers might not hire these clients because they perceive problems related to credential recognition, or lack of experience in the Canadian workplace. Employers might perceive risk in people without a proven or recent work history. They may under-estimate physical abilities, or over-estimate accommodation requirements.

Potential Employment Service Responses: access the Resource and Information service component to research regulatory requirements and/or assisted services to:

- clarify reasons for credibility gaps and/or other perceived gaps i.e.: presentation, language, credential recognition
- clarify relevant and appropriate opportunities available in the labour market and employer expectations (qualifications/ experience)
- help the client determine whether, when and how to disclose disabilities and to seek appropriate accommodation
- help the client relate past work and other experience to current job and workplace requirements
- access work experience and on-the-job training opportunities to gain credibility with the employer and in the market place.

In the case of an internationally trained client, a referral to settlement and language services may be required. A mentorship opportunity may further help the client gain an understanding of what is required to practice their profession.

2. Client demonstrates low motivation and difficulty maintaining a job

Example: Clients who feel they are under no pressure to find a job. They may be making some effort due, in part, to mandatory job search requirements. They lack employment skills and interpersonal skills. They have quit or have been fired from previous jobs.

Potential Employment Service Responses:

- individualized support to increase motivation levels, to develop problem solving skills and interpersonal skills
- access to additional counselling and support services provided by the service provider, or referral to other service providers in the community
- access to an on-the-job placement opportunity, with extensive support and follow-up with the client and employer during the placement, and when the client

APPENDIX III: Four examples of potential Employment Service responses, based on client characteristics

becomes employed.

3. Client has multiple challenges , such as poor work habits, weak self-marketing skills, and low credibility in the marketplace

Example: Students wanting to enter the labour market before or upon graduating from high school, or individuals who have not been in the labour market for an extended period of time, or those who are turning to new sectors and occupations due to job loss. They:

- are motivated to work
- do not have job search skills
- lack experience in the workplace
- may require academic or skill upgrading or retraining
- may be perceived by employers as not having sufficient experience in the workplace or in a given sector.

Potential Employment Service Responses:

- support for career exploration
- clarifying training gaps and supported access to training, academic upgrading, etc.
- support to develop self-marketing strategies such as job search techniques and resume development
- access to an on-the-job placement opportunity to increase credibility with the employer and possibly learn the requirements of a new sector
- follow-up during and after work placement to review identified skill or training gaps.

4. Client has experienced change due to Labour Market restructuring

Example: Recently laid off worker

- motivated to work
- has employment and self-marketing skills
- may require retraining

Potential Employment Service Responses:

- access to the Resource and Information component, including local labour market information and employment opportunities
- access/referral to skills training programs

APPENDIX IV: Abbreviations

AESB	Apprenticeship Employer Signing Bonus
CSPC	Client Service Planning Coordination
CW	Crown Ward
EI Eligible Status	Employment Insurance Eligibility Status
EO	Employment Ontario
EOI&R	Employment Ontario Information & Resources
EOPG	Employment Ontario Partners Gateway
ES	Employment Service
ESL/FSL	English as a Second Language/French as a Second Language
ESPMS	Employment Service Performance Management System
FIPPA	Freedom of Information and Protection of Privacy Act
FLS	French Language Services
GST	Goods and Services Tax
ISQT	Interim Service Quality Standard
JC	Job Connect
LICO	Low Income Cut-off
LMDA	Labour Market Development Agreement
MCI	Ministry of Citizenship and Immigration
MNDM	Ministry of Northern Development and Mines
OC	Organizational Capacity
ODSP	Ontario Disability Support Program
OEAS	Ontario Employment Assistance Service
OLA	Official Languages Act
OPS	Ontario Public Service
OSSD	Ontario Secondary School Diploma
OTWS	Ontario Targeted Wage Subsidies
OW	Ontario Works
PIPED	Personal Information Protection and Electronic Documents
PMS	Performance Management System
PSQS	Provincial Service Quality Standard
RI	Resource and Information
SC	Second Career
WHMIS	Workplace Hazardous Materials Information System
WSIB	Workplace Safety and Insurance Board

APPENDIX V: Historical Perspective

Designing the Employment Service

A number of critical steps led to the design of the Employment Service:

- Review of the strengths and the areas for improvement of the existing programs defined as “in scope” for integration and re-design of the Employment Service. These included the Ontario Employment Assistance Service (OEAS), Ontario Targeted Wage Subsidies (OTWS) and Job Connect (JC) programs
- Research into leading edge and successful employment services and performance management practices in many jurisdictions, including Canada, Australia, New Zealand, the United States and the United Kingdom.
- Review of key labour market/employment services and management systems in other Ontario ministries, including the Ministry of Community and Social Services and the Ministry of Citizenship and Immigration
- Deliberation with and input from a service delivery reference group of experts in employment and customer service representing the OEAS and JC delivery network. These representatives:
 - were from large and small, urban and rural communities, in all regions of the province
 - represented a range of client service expertise, including service in English or French, and service to groups such as women and newcomers
 - included representatives from colleges, school boards, and the not-for profit and private sectors.

Three key questions were addressed in the Employment Service design:

- What are the needs of individuals, employers and communities for employment services?
- What services must be available to address the defined needs, and achieve the defined outcomes?
- How will the Ministry know that an employment service has been successful?

Ministry vision:

Ontario will have the most educated people and highly skilled workforce in North America in order to build the province's competitive advantage.

The Ministry invests in the knowledge and skills of Ontarians to ensure they have maximum opportunities for success. There are two key strategies that support the Ministry's vision by removing barriers to education and training and strengthening the links between training and employment:

- Reaching Higher, a strategy to transform Ontario's post-secondary education system
- Employment Ontario, a strategy to transform Ontario's labour market training and employment system.