London Regional Employment Services Integrated Employment Services

Program Guidelines

Version 2.1 (March 2024)

This Employment Ontario service is funded in part by the Government of Canada and the Government of Ontario.

Table of Contents

Acronyms

The following acronyms are used throughout this document:

- **AODA** – Accessibility for Ontarians with Disabilities Act
- **CA** – Common Assessment
- **CAT** – Common Assessment Tool
- **CaMS** – Case Management System
- **EAP** – Employment Action Plan
- **EI** – Employment Insurance
- **EO** – Employment Ontario
- **EOIS-CaMS** – Employment Ontario Information System - Case Management System
- **EPC** – Employment Program Coordinator
- **EST** – Employment Services Transformation
- **FEATS** – Find Employment and Training Services
- **IES** – Integrated Employment Services
- **ICM** – Integrated Case Management
- **KPI** – Key Performance Indicator
- **LRES** – London Regional Employment Services
- **MCCSS** – Ministry of Children, Community and Social Services
- **MID** – Member Identification Number
- **MLITSD** – Ministry of Labour, Immigration, Training and Skills Development
- **NOCC** – Notice of Collection and Consent
- **ODSP** – Ontario Disability Support Program
- **OW** – Ontario Works
- **RASP** – Request a Service Provider Appointment
- **SA** – Social Assistance
- **SAMS** – Social Assistance Management System
- **SIN** – Social Insurance Number

- **SSM** – Service System Manager
- **TRF** – Targeting, Referral and Feedback

Section 1.0

Introduction

1.1 About London Regional Employment Services

The Corporation of the City of London, through its **London Regional Employment Services (LRES)** division, is the Service System Manager (SSM) overseeing the design and delivery of employment services across the London catchment area. This area includes the Counties of Elgin, Middlesex, and Oxford, the City of St. Thomas, and the City of London.

Our team includes a network of highly skilled Employment Service Providers (SPs) who create meaningful connections between job seekers and employers.

1.2 Our Vision, Mission, and Guiding Principles

Collective Vision

Thriving, inclusive, and collaborative communities where individuals unlock their potential and achieve meaningful employment and where employers have access to the talent they need.

Collective Mission

To foster a professional, bold, and innovative employment service system that enhances community well-being and works in collaboration with interest-holders* to meet the needs of residents and employers across our region.

**Interest-holders include, but are not limited to: community organizations and services such as literacy, education, training, settlement services, economic and workforce development, tourism, labour, industry, equity-denied groups, and social services.*

Guiding Principles

The following principles guide and inform our work:

- **Client-Centred Approach:** Services are tailored to meet the unique needs and preferences of clients, empowering them to actively engage in their individualized action plan.
- **Community Engagement and Collaboration:** Collaboration with community partners and affected parties enhances service delivery, promoting community involvement and support.
- **Employer-Centred Services:** Aiming to provide employers with support, resources, and solutions that help them thrive and succeed in their business endeavours.
- **Strength-Based Approaches:** Empowering individuals to develop and utilize their strengths to overcome challenges and achieve personal growth.
- **Accessibility and Flexibility:** Services are easily accessible, removing barriers for individuals, and are flexible to adapt to changing needs and circumstances.
- **Quality and Accountability:** Services maintain a high standard of quality, while affected parties remain accountable for their roles and responsibilities in service delivery.
- **Diversity and Inclusivity:** Diverse identities and employment needs are acknowledged and respected, ensuring inclusivity and addressing individual differences.
- **Innovation and Creativity:** Finding new and imaginative ways to design, develop, and deliver services to enhance the quality, efficiency, and effectiveness of services.

Section 2.0

Background Information

2.1 Overview of Employment Services Transformation

Ontario's employment services are currently undergoing a transformation with the goal of making them more efficient, streamlined, and outcome focused. As part of this transformation, three major changes are occurring to implement a new service delivery model. These changes include:

1. **Integration of Ontario Works and Ontario Disability Support Program into Employment Ontario** – In the new model, Ontario Works (OW) and Ontario Disability Support Program (ODSP) will be integrated into Employment Ontario (EO) with employment supports delivered through one pathway under EO.
2. **Locally Responsive Management Through Service System Managers** – Oversight and management of service contracts will be adjusted from the Ministry of Labour, Immigration, Training and Skills Development (MLITSD) to SSMs in 15 regional catchment areas.
3. **Performance Based Incentives** – To promote retention and accountability, 20% of funding will be based on performance, which will be measured by retention-based employment outcomes.

Figure 1: Service Delivery Model Changes

2.2 The Case for Change

Findings from a review of EO in 2016, OW in 2018, and ODSP in 2019 conducted by the Auditor General of Ontario highlighted three key issues with employment programs in Ontario:

1. **Program Effectiveness** – Findings demonstrated concerns regarding poor policy outcomes and access to programs.
2. **Fragmented Services** – With the existence of EO, OW, and ODSP as three separate systems overseen by multiple Ministries, employment services were fragmented.
3. **Lack of Service Coordination** – Due to service fragmentation and a lack of service coordination, pathways to access employment services and referral pathways to needed supports were unclear and difficult to navigate.

2.3 The Provincial Vision for Employment Services Transformation

MLITSD has outlined the following vision for Employment Services Transformation (EST):

A locally responsive, outcome-based employment services system that meets the needs of employers and job seekers across the full spectrum of employment readiness.

Figure 2: Outcomes for EST

2.4 The Role of the Service System Manager

The SSM's role is to support evidence-based employment service delivery and ensure strong employment outcomes across the network.

As the SSM for the London catchment area, the key responsibilities of LRES include:

- Designing effective program guidelines and tools;
- Providing a robust client case management system;
- Creating a feedback system and continuous improvement processes;
- Training and capacity building based on the needs of the network; and
- Regular evaluation and monitoring to achieve outcomes.

As a member of the SSM team, Employment Program Coordinators (EPCs) will support Service Providers by:

- Acting as a primary point of contact and maintaining active communication with Service Providers, including regular meetings;
- Discussing progress towards continuous improvement plans, Key Performance Indicators (KPIs), and financial performance;
- Sharing and capturing labour market information, specialized approaches, training opportunities, and information regarding new or revised Ministry programs and services; and
- Conducting monitoring activities and supporting reporting requirements.

Further, the Manager, Community Partnerships and Employer Engagement will support delivery of employment services by:

- Providing strategic oversight and leadership in the design, development, coordination, delivery, evaluation, and promotion of employment services and related programs across the London catchment area;
- Developing and maintaining relationships with employers, unions, labour groups, and employer networks;

- Collaborating with economic development and workforce development organizations to capture labour market information;
- Developing and maintaining relationships with community partners; and
- Supporting development and implementation of communication strategies

2.5 The Role of Service Providers

Service Providers offer a range of resources and services to support the employment needs of job seekers. Service Provider roles include developing and delivering responsive interventions and programming in alignment with the Program Guidelines that supports the achievement of client outcomes and advising the SSM on local conditions, client needs, and emerging trends.

Key responsibilities of Service Providers include:

- Implementing interventions and programming that is aligned with the Program Guidelines and takes into consideration the local community context;
- Cultivating community partnerships and service relationships with network partners to enhance outcomes for job seekers;
- Providing staff development that supports practitioners to deliver effective services;
- Providing accurate, timely, and transparent reporting and feedback to the SSM to support the continuous improvement of services;
- Reviewing and remaining knowledgeable of local data, best practices, and emerging practices; and
- Utilizing resources responsibly and as intended to achieve outcomes.

Each Service Provider in the London catchment area is considered a member of the LRES Employment Service Provider Network, which acts as a collaborative platform to support the effective implementation of Integrated Employment Services (IES) delivery. LRES will hold regular network meetings to share successes and best practices, promote collaboration and information sharing, identify emerging needs or trends, and share learning and training opportunities.

LRES will also support Job Developers to engage in the Job Developers Network to promote employer engagement, share best practices and job development strategies, and increase opportunities for collaboration across the region (e.g. sharing job postings, sharing information across agencies, etc.).

Section 3.0

Purpose of the Program Guidelines

The LRES Integrated Employment Service Program Guidelines (Program Guidelines) are intended to provide clarification and understanding of the program's objectives, eligibility criteria, and procedures. The Program Guidelines are essential documents that contribute to the effective, fair, and transparent implementation of programs, ensuring that they achieve their intended goals while maintaining accountability and compliance.

These guidelines play a multifaceted role in program management. They serve as a reference to ensure alignment with Ministry requirements and provincial legislation, and they set expectations for clients and administrators to enhance accountability.

Further, these guidelines provide a structured decision-making framework to aid staff in making consistent and informed decisions on client eligibility, benefits, and other program elements.

These guidelines also function as a valuable resource for training new staff, offering a comprehensive overview of program goals, processes, and expectations to facilitate orientation.

With an adaptive nature, these guidelines may evolve based on lessons learned and feedback. They form the foundation for ongoing program evaluation and improvement, ensuring responsiveness to changing needs and sustained program effectiveness.

Section 4.0

Customer Service Charter and Complaint Resolution Process

4.1 LRES Customer Service Charter

Our goal is to make your experience as simple and stress free as possible, offer relevant employment supports, connect you with an employer (or employee) that is a good fit for you, and provide 12 months of follow-up supports to ensure your continued success.

Regardless of whether you are a job seeker, employer, or an organization in our community, our network commits to providing you an environment where your diversity, perspectives, and experiences are valued and respected. We believe in taking flexible and innovative approaches to ensure your unique needs are met.

Our Commitment to Quality Services

You will be supported by a knowledgeable team of employment services professionals who understand local labour market needs and unique issues facing job seekers and employers. We take a customer-centred approach to determine the level and type of employment supports needed for you and will always treat you with dignity and respect. We are as invested in your success as you are!

Confidentiality

You have the right to confidentiality and protection of your personal information. Before we begin working with you, we will explain why your information is being collected and how it will be used, and we will only do so with your consent. We also ensure safeguards are in place to protect the personal information you have shared with us.

Accessibility

Customers can access services by phone, email, virtually, and in person. In-person services will be delivered at sites meeting Accessibility for Ontarians with Disabilities Act (AODA) standards. Interpretation services can include options such as live-agent interpreter services, accessibility tools such as Ubi Duo machines, use of Google Translate, etc. Accessing services should never be a challenge for you.

Hours of Operation and Speed of Service

Service	Standards
Service Provider Site Office Hours	Business hours are 8:30 a.m. – 5:00 p.m. Monday to Friday (excluding statutory holidays), or as otherwise posted.
LRES Team	Business hours are 8:30 a.m. – 5:00 p.m. Monday to Friday (excluding statutory holidays), or as otherwise posted.
Telephone / Voicemail	All telephone calls and voicemails (for both internal and external customers) will be returned within one business day (24 hours).
Email, Fax, and Mail	All emails, faxes, and mail will be acknowledged within two business days (48 hours) of receipt.
Feedback Channels	All feedback requiring a response will be acknowledged within two business days (48 hours) and fully actioned within 30 days. Feedback will be reviewed quarterly and used to inform continuous improvement of services.
Out of Office	If the person you are trying to reach is out of the office, their voice message and email automatic response will include their date of return and who to contact in their absence.
Time Until Appointment	Customers will have a scheduled appointment within five (5) business days of initial contact.

4.2 Service Provider Requirements Regarding the Customer Service Charter

Below are the requirements Service Providers are expected to follow in alignment with the customer service charter.

Displaying the Customer Service Charter

Service Providers are required to display the LRES customer service charter in a location that is visible to clients/employers and that reflects the SSM's customer service charter and adheres to all customer service standards.

Implementing Program Management Systems

Service Providers are required to have comprehensive program management systems in place that include policies and procedures to ensure the delivery of quality customer services.

Addressing Customer Needs

Service Providers are expected to ensure delivery site(s) and facilities reflect client/employer needs, including:

1. Accessible facilities or service provision at an accessible site and in compliance with Applicable Law;
2. Itinerant and/or mobile services where local need is identified, including those in rural communities; and
3. Days/hours outside of standard operating hours that reflect customer needs.

    - In order to meet identified needs, Service Providers may provide flexibility outside regular business hours in some of the following ways:
        - Schedule after hour meetings as needed at a time that is mutually convenient to Service Providers and clients.
        - Provide virtual, or telephone meetings with clients.
        - Provide a telephone number where clients can speak to a representative.
        - Provide a message service that is monitored so a representative can call a client back at a time that is convenient.
        - Provide contact information on an answering machine, message centre or website where clients can obtain information on how to access afterhours services from other Service Providers.

Developing a Dispute and Complaint Resolution Process

Service Providers are required to have a customer dispute and complaint resolution process in place. See **Appendix B** for a copy of the SSM Dispute and Complaint Resolution Process.

Using Labour Market Information

Service Providers are required to maintain a process for validating support provided by front-line staff that job and training choices for clients are supported by labour market information.

Service Providers must ensure that staff have the access to use labour market information. See Appendix C for sources of labour market information.

4.4 Dispute and Complaint Resolution Process

See **Appendix B** for an overview of the LRES dispute and complaint resolution process.

Section 5.0

Referral Pathways

Service Providers are responsible for monitoring referrals from various sources, including, but not limited to, Request a Service Provider Appointment (RASP), Social Assistance (SA), self referrals or walk-ins and the Targeting, Referral and Feedback (TRF) initiative. There is no wrong door to access services. Clients can choose the service or program that best meets their needs.

All referrals must be managed in accordance with the LRES Customer Service Charter, adhering to customer service standards referral timelines.

5.1 Social Assistance

Social Assistance to Employment Ontario Service Provider Referrals

If the Social Assistance Caseworker and client determine that a referral to a service provider in the network is appropriate the following steps are taken to complete a SA to EO Service Provider referral:

- Referrals are to be made directly to an EO Service Provider through the Common Assessment Tool (CAT) based on the location/service provider chosen by the client or based on services that will best meet their needs.
- A reference sheet will be provided with a list of agencies and services, including locations, service delivery options, etc.
- If the client has an existing Employment Action Plan (EAP) (i.e. Common Assessment (CA), or other EO legacy program), the SA caseworker will be alerted.
- The SA caseworker is to provide any details that would be beneficial for the Service Provider to know - best times to contact the client, best form of contact for the client, best place to meet the client, special circumstances, special needs, anything that may help the client’s success - as a summary note in the CAT.
- The SA caseworker should provide any life stabilization financial supports required by the client.
- Service Provider are required to contact the client within two (2) business days of referral. After a successful contact with the client, the Service Provider is required to schedule an appointment within five (5) business days of the first person-to-person contact based on the LRES Customer Service Charter. It is important to note that this scheduled meeting can be both in-person or virtual based on the client’s current need or preference.
- The Service Provider will keep documentation of all contacts or attempts to contact the client.
- Referrals must be assigned to a caseworker as soon as first attempted contact to referral is attempted, notes to be added to the “Notes” field in CAT to document contact measures taken.
- After three (3) unsuccessful attempts of contact within ten (10) business days, the referral is to be returned to the SA Caseworker, noting that unable to contact client.
- Once contact is made with client, “Notes” field to be documented with the client’s scheduled appointment date.

LRES will monitor the volume of referrals, wait times, and service delivery capacity of the Employment Service Provider Network and may adjust referral processes accordingly. Should wait times exceed the service delivery standards, LRES will contact the service provider(s) to discuss remediation measures as needed.

- LRES will send reports on a regular basis which will contain wait times of initial contact wait time and appointment wait time.
- Service Providers will be advised of referrals not meeting customer service standards /referral timelines and will submit a response within 24 hours to indicate how they will meet customer service standards.
- The service provider must ensure they follow up with clients within 48 hours of contact from LRES. If they are unable to adhere to customer service standards, they must inform LRES immediately.

LRES will continue to monitor and will advise Service Provider of customer service standards that continue to not be met.

- If referral standards continue to exceed customer service standards (ie; 2 business days or appointments not scheduled within 5 days) LRES will determine capacity within the network and will advise the service provider that referrals may be recalled and not to take action. Prior to recalling the referral, LRES will contact the client to request if an alternative service provider location referral will be appropriate. If client indicates a preference, a new referral can be completed:
    - LRES will retrieve the referral and refer the client to another requested service provider.
- LRES will continue to monitor wait times and service capacity across the network to ensure timely service for clients. If Service Providers continue to exceed appropriate wait times impacting customer service standards, LRES will work with the service provider to help them manage referrals and redirect referrals to Service Providers who have capacity. The following will help to manage wait times:
    - LRES will temporarily suspend referrals for Service Providers unable to meet referral timelines/customer service standards until wait times are reduced and the service provider has capacity.
    - Determine steps needed to meet customer service standards and reduce wait time.
    - Follow up to determine if additional assistance is required and customer service standards can be met in the future.

- Service Providers may determine they are at or over capacity to action referrals. They can contact LRES to temporarily pause referrals until they are able to contact clients.
- Service Providers can also use the network to determine capacity at other locations and work with other service provider to refer clients as needed. Clients are only to be referred to Service Providers who agree to manage the excess referrals. Clients must provide consent prior to referrals to another service provider.
- Service Providers who request a referral suspension can contact LRES to reestablish referrals when capacity exists, and customer service requirements are met.

Social Assistance Self-Referrals

When a Social Assistance client self-refers to IES, the EO caseworker must first determine the most appropriate services for the client.

A pre-assessment must be completed to determine if the client should be referred to IEP, Ministry retained programs or other programs/services. Some or all of the following information can be discussed with the client to determine the most appropriate services for the client:

- Strengths and weaknesses
- Short term/Long term goals
- Services they received in the past
- Child Care needs
- Health/Physical /mental/psychological /Social Barrier to employment
- Substance abuse issues/history
- Involvement with the justice system
- Housing stability
- Technology/digital needs
- Gaps in education/training/work history
- Knowledge of the labour market and available resources
- Appropriate SIN/work permits are available.

- If the client is determined not to be appropriate for IES or Ministry retained services, the EO caseworker will initiate a discussion with the SA caseworker before returning a referral to discuss potential pathways for the client.

- As part of triaging prior to registering a client in IES, Service Providers are to determine if skills upgrading, training or an apprenticeship through Ministry Retained programs would provide a more successful outcome for the client.
- If the client requires basic education, literacy services or other basic skills, a referral to Literacy and Basic Skills should be made prior to accessing IES.
- If it is determined that the client can participate in IES while also accessing other programs, a CA can be completed with their EO caseworker.

ICM Communication Protocol

EO and SA will communicate information in an ongoing manner (e.g. next steps, positive changes, etc.).

Post-Referral Communication

Post-referral communication between the EO and SA caseworker includes the following:

- When the EO Service Provider receives a referral notification, they must contact the client within two (2) business days, assign the CA to a EO Caseworker, and document the notes section to indicate contact and appointment dates.
- Regular monitoring of the CaMs and SAMS databases will ensure that the SA and EO caseworkers are able to view the Action plan and EAP respectively.
- Communication regularly (monthly minimum) from the EO caseworker to the SA caseworker should occur in the following circumstances:
    - the EO Service Provider is unable to connect with the client.
    - the client does not attend the first appointment,
    - Client requires Life stabilization supports.
    - Client closes case and is no longer participating in IEP.

- Communication from the EO caseworker to the SA caseworker should occur as soon as reasonably possible when a client obtains a placement or employment. The communication should include the following information at a minimum:
    - Place of employment
    - Hours of employment, if known (full time/part time/casual)
    - Start date of employment

Case Conferences

In certain circumstances, it would be advantageous for SA and EO caseworkers to engage in case conferences to ensure comprehensive support for the client prior to a referral being returned to SA as it is not appropriate referral, or the client indicates to the EO Caseworker that they are not ready for employment. It is encouraged that SA caseworkers and EO caseworkers should case conference to discuss the next steps to re-engage clients with service or make a referral to more appropriate services based on the client’s needs.

Dispute Resolution

In the event of a dispute arising over a referral and the assessment of job readiness, the SA caseworker and EO caseworker will schedule a case conference to deliberate and establish the subsequent actions.

When there is a dispute concerning financial assistance categorization, specifically whether it pertains to employment expenses or Life Stabilization costs, the SA caseworker and EO caseworker will arrange for a case conference. Both caseworkers will engage in discussions and cooperative efforts to guarantee the client obtains the necessary support. This situation could also present a chance for joint consideration of expenses if the support aligns with both programs. Caseworkers should determine the most appropriate categorization of the cost (i.e. Life stabilization or Employment) and the client should be issued the funds from the correct program.

5.2 Request a Service Provider Appointment

Request a Service Provider Appointment or “RASP” is an online portal which will enable Ontarians to pre-screen for EO programs and services. Applicants have the option to begin an online application for one of the EO programs and services suggested to them, and to submit their online application using RASP to a Service Provider of their choosing for follow-up.

Service Providers are expected to monitor RASP applications and contact an applicant within two (2) business days of receiving an application though RASP and schedule an appointment within five (5) business days.

Applicants who apply online will meet with a Service Provider to complete the formal assessment and application process for their program of interest. The Service Provider will:

- Conduct a pre-assessment to determine if the client should be referred to IEP, Ministry retained programs or other programs/services.
- Access and process applications submitted through RASP using their existing EOIS-CaMS account.
- Contact the applicant in the manner requested on their online application (telephone, email).
- Contact the applicant within two (2) business days of receiving the online application.
- Keep its service delivery site(s) information up to date in EOIS-CaMS, which includes: a. Delivery site contact information (address, phone number, fax, business contact email), including a website (if applicable) and a RASP-specific email address in which to receive notification that an application has been submitted to your service delivery site; and b. The status of the indicator that identifies its availability to accept online applications. The Service Providers must update the indicator if they are at capacity or unable to access online applications.
- Protect the personal information the applicant chooses to provide in compliance with relevant privacy legislation, the Service Provider's privacy policy, and the privacy protection provisions of the Agreement.
- Determine if the applicant is or prefers to be self-directed or case managed and will explain services available at their location, including referrals to other Service Providers or programs as appropriate.

The Service Provider will not:

- Forward the applicant's online application to another Service Provider without the applicant's consent.

Forward the applicant's online application to another Service Provider if the application has already been forwarded twice.

5.3 Find Employment and Training Services

FEATS is an online interactive map that allows Ontarians to search for employment and training services. The Service Provider will monitor the information for their location(s) and provide any updates as required to LRES including the following:

- List the service delivery site(s) address, contact information, languages of service, and days and hours of operation.
- Revise any information immediately; and
- Conduct reviews on a quarterly basis to keep the information up to date on the FEATS website.

5.4 Targeting, Referral and Feedback

The TRF initiative is a partnership between Federal and Provincial Governments. The objective is to support targeted Employment Insurance (EI) applicants to return to work more quickly. Service Providers connect with targeted EI applicants who would benefit from earlier access to programs and services to help them find employment. TRF works in the following way:

- A targeted individual applies for EI in the catchment area and is notified that they will be referred.
- The federal government system will refer the EI client to the Ministry.
- Based on criteria sets, the Ministry will upload the client information into EOIS-CaMS (14 days after they apply to EI).
- The SSM receives the EI application referral in EOIS-CaMS and contacts the client within one (1) business day about a referral to an EO Service Provider.
- The SSM will refer to Service Providers through CaMS.
- Service Providers are required to make the first contact attempt by the close of the following business day after the referral is received.
- A minimum of two (2) contact attempts must be conducted within a two-week period (10 business days). If the first contact attempt is successful (i.e. Referral Status is indicated as Closed or Outcome Assigned), no further contact attempts are required.
- Service Providers will record the attempted contacts of the targeted EI applicants in CaMS.

The Service Provider will follow the process below:

- TRF referrals will be accessed in CaMs in based on IES Customer Service standards,
- The Employment Ontario (EO) caseworker will contact the applicant within 2 business days.
- If the applicant is interested, an appointment is scheduled within 5 business days.
- The service provider will enter the information CaMS and answer each question in order to complete the application.
- If the applicant is not interested, determine if the applicant requires additional services and accept/refer the applicant to other services as required.
- If the applicant does not require additional services close the case.

TRF Errors

If the EO Caseworker receives an error message when accessing the referral or cannot update the case, the EO caseworker must troubleshoot to determine if the referral was incorrectly referred to legacy CaMs.

- The EO caseworker must log into legacy CaMs using their previous log in credentials.
- The caseworker must attempt to forward the case back to LRES so the EPC can re-forward the application using the correct service provider drop down list.
- The EO caseworker will Log out of legacy CaMS and and log back into the current CaMs system using their current login credentials.
- Once the EPC has reforwarded the referral, open CaMs using the current login credentials and access the referral.

Section 6.0

Eligibility and Pre-Screening

There are two types of service available to individuals seeking employment services, including:

1. **Case-Managed Services** – One-on-one assistance from an EO caseworker, with the intensity of service based on the client's specific needs.
2. **Self-Directed Services** – Activities that individuals can access on their own as part of their job pathway (see **Section 15.0** for more information).

6.1 Eligibility Criteria for Case-Managed Services

To be eligible for case-managed employment services in IES, the potential client must:

- Be at least one of the following
    - 18 years of age
    - Completed high school (high school graduate under the age of 18 is eligible)
    - Excused from school by the Ministry (Ontario Education Act)
- Live in Ontario; and
- Be eligible to work in Canada.

This means clients must have a valid Social Insurance Number (SIN) to receive service, as it is used to confirm that the client is eligible to work in Canada and will provide a unique identifier to track the client through the Case Management System (CaMS).

Work Permit Status

For individuals with a 900 series SIN, please refer to the information to determine service eligibility found in **Appendix D**.

Service Providers should support clients to ensure they have a valid work permit for the duration of the EAP. Hard copies and e-copies of official documents are not permitted to be included in the EAP file.

6.2 Pre-Screening

If the potential client is interested in service, they must be pre-screened for the following:

- Proof of identity; and
- Eligibility for case-managed services.

See **Section 17.0** for additional information on Ministry retained programs. See **Appendix E** and **Appendix F** for information on Ministry programs.

Verification Requirements

Prior to completing the CA and beginning service delivery, Service Providers must verify the client's identity through acceptable photo identification, which must be valid (i.e. not expired) government-issued identification that can verify their name, date of birth, and address information. Examples include:

- Driver's license
- Ontario Photo Card
- Passport
- Nexus card or Enhanced Driver's License
- Canadian citizenship card
- Permanent resident (PR) card
- Certificate of Indian or Métis Status Band card

Verification can be conducted in person or via a virtual meeting where the Service Provider can visually verify acceptable photo identification on camera. To protect client privacy, please do not make copies of the identification.

A health card or SIN is not considered an acceptable form of identification, as this is prohibited by the *Privacy Act*. If the client is only able to provide their health card as a form of ID, Service Providers may use the dual process method to verify their identity by viewing any two of the following pieces of information from two different reliable sources:

- Information from a reliable source that contains the individual's name and address (e.g. property tax assessment, government-issued benefits statement, Notice of Assessment, or utility bill).
- Information from a reliable source that contains the individual's name and date of birth (e.g. original birth certificate, marriage certificate, or temporary driver's license).
- Information containing the individual's name that confirms they have a deposit account or credit card or other loan account with a financial institution (e.g. credit card statement, bank statement, or loan account statement).

Being Employed, in Training, or in Education

Being employed, in training, or in education does not make potential clients ineligible for IES, and it is essential that Service Providers consider a person's full circumstances. The CA will ultimately guide the suitability for case-managed services. For more information about the CA, see **Section 8.0.**

Service Providers will support clients with referrals to appropriate services in the community, such as Service Ontario, Service Canada, IRCC, settlement agencies, or organizations that offer identification clinics.

Supporting Clients With No Address

For clients with no address, as a temporary measure, they may use the Service Provider's address as a temporary address to complete the CA if no other mailing or residential address (e.g. shelter) is available. Once a more permanent address exists, CaMS must be updated to reflect the client's actual address.

What to do With Clients Who Are Ineligible or Cannot Provide Proof of Identity

If a Service Provider cannot assess an individual as eligible or they cannot provide proof of identity, the individual may be assisted through self-directed, life stabilization, and other community-based services as determined by the Service Provider.

Self Directed clients must be provided information on employment related activities they can access on their own including resources, referrals to EO services and programs, local training, employment opportunities, community service supports, occupational and training requirements, job bank information. Clients are also provided access to computers, internet and self-paced job resources to assist in job search activities.

Section 7.0

Job Readiness

7.1 About Job Readiness

For clients who are self-referred and pre-screened as eligible for case-managed services, the Service Provider staff will assess readiness to engage in employment services actively and meaningfully.

Readiness for employment services means a client has some degree of motivation to take the necessary steps to find and maintain employment. This is influenced by confidence, self-efficacy, and perceived barriers. It is essential to connect clients with needed supports. **Readiness is vital in determining positive outcomes and success in the job market**.

Social Assistance and Employment Ontario Joint Readiness Definition

Readiness for employment services does not mean a client is “job-ready,” but rather that the individual can actively and meaningfully participate in employment-related services to prepare for and find a job.

Factors that will support determining readiness may include the responses from Module One:

- The client’s progress and commitment to participation (where they have been working with their caseworker on an action plan)
- Identification of support needs and establishment of goals in the action plan
- The client’s expressed interest in participating in employment services – where the client has expressed interest, is motivated to participate, and is not in crisis, a referral should be made to employment services.

- The client's education, training, and employment history as detailed in their SA application.
- Whether ongoing service needs can be supported concurrently with a referral to EO
- Any other information that the caseworker may be aware of, that may impact the client's ability to meaningfully participate in employment services.

7.2 Assessing Readiness for Social Assistance Clients

OW caseworkers are responsible for determining employment service readiness and making referrals to EO for OW clients and adult family members on ODSP (i.e. the spouse or adult child of a primary client with a disability on ODSP).

ODSP caseworkers will determine employment service readiness and make referrals to employment services for clients with disabilities on ODSP. Spouses and dependent adults will continue to be referred to Ontario Works for employment supports.

Where the client has expressed interest, is motivated to participate, is not in crisis, and meets the joint readiness definition, a referral should be made to employment services.

7.3 Considerations When Determining Readiness

A client may have a significant support need that should be strongly considered prior to referral to employment services. Some areas of a client's circumstance may present a significant barrier to participating in employment services and should be strongly considered prior to accessing (or being referred to) employment services. Only crisis needs may pause a referral to EO services.

Supporting Access for Clients With Disabilities

Particular attention is required for **clients with disabilities to ensure that access to employment services is not denied based on their disability or disability-related barriers**.

Considering Life Stabilization Factors

While other areas of the client's life circumstance should be considered in making a readiness determination, categories of life stabilization such as life skills or community supports can be addressed concurrently and should not prevent the client from being referred to EO or participating in employment and training services.

Key factors impacting readiness for employment include: personal safety issues; unstable housing; an unmanaged medical condition; unmanaged emotional, psychological, or mental health conditions; or addictions (e.g. a client discloses they use substances that impact their ability to work or participate in employment services).

Supporting Clients in a Crisis Situation

If the client has disclosed that they are in a crisis situation where they may not be able to meaningfully participate in employment services (e.g. through initial intake or while completing the CA), the EO caseworker should work with the client to improve their situation prior to participating in employment services. This may mean that the EO caseworker refers the client to life stabilization wraparound/holistic supports or services, which the client may access prior to and/or in tandem with employment services, depending on the nature of the life stabilization barrier. In most cases, life stabilization supports should occur concurrently when an SA client is referred to and is participating in employment and training services.

7.4 Making a Determination of Readiness

The EO caseworker should use their expertise and discretion in determining client readiness. The determination should be based on:

- **Pre-Screening** – Ensure the client has a legal entitlement to work in Canada, a SIN card, and proof of identity to confirm legal working age. If the client is missing essential documents, support the client to apply for/obtain appropriate documentation.
- **Common Assessment Module 1 Responses** – Assess the client's responses to Module 1 to understand their current situation and barriers to employment.

- **Commitment to Participation** – Examine the client's participation and commitment to working on an action plan with their caseworker. Assess the consistency and effort put into achieving the established goals.
- **Identify Support Needs and Goals in the Action Plan** – Identify support needs that should be addressed prior to referral to employment services.
- **Assess the Client's Interest and Motivation** – Determine if the client has expressed a genuine interest in participating in employment services. Evaluate their motivation and enthusiasm for the program. Ensure the client is not currently in a crisis that may impede their ability to participate effectively.
- **Review Education, Training, and Employment History** – Examine the client's education, training, and employment history as detailed in their SA application. Assess their relevant skills and qualifications.
- **Evaluate Concurrent Service Needs** – Determine if the client has ongoing service needs that can be effectively supported alongside employment services. Ensure that the client's overall well-being and support requirements are considered.
- **Consider Other Relevant Information** – Consider any other information that staff may be aware of that might impact the client's ability to meaningfully participate in employment services.
- **Assess Overall Readiness** – Summarize the client's readiness for employment services based on the criteria above. Determine if they are prepared to engage effectively and work towards their employment goals.

Section 8.0

Common Assessment Tool and Service Level Determination

8.1 About the Common Assessment Tool

CA is a tool that asks the right questions to get an **accurate and comprehensive picture of a client's situation to better tailor services and referrals** as well as identify and address barriers to finding and maintaining work.

The Segmentation Model uses key indicators collected through the Common Assessment tool, that when combined, stream clients based on their relative risk of long-term unemployment:

- Stream A: Lower risk of long-term unemployment
- Stream B: Medium risk of long-term unemployment
- Stream C: Higher risk of long-term unemployment

The goal of the Segmentation Model is to incent and fund our providers to serve and achieve outcomes for a wide range of clients, especially those who are further from the labour market or need of more intensive, on-going supports. Further goals of the model include:

- Supporting a **client-centred experience** where clients only need to tell their story once.
- Collecting data that supports an **integrated view** of clients, guiding referrals and coordination between EO and SA.
- Identifying **client barriers and supports needed** for work and life.
- Supporting **consistent information collection** for EO and SA systems
- Connecting **client outcomes** and **performance-based funding** through the **segmentation model**

If a client cannot complete a Common Assessment they are self-directed.

8.2 Informed Consent

Prior to the administration of any part of the CAT, the EO caseworker must obtain verbal informed consent from the potential client, where informed consent is, at a minimum, the reading of the joint NOCC to the client and receiving verbal approval the client has understood and agrees to proceed.

The NOCC provides the client with a summary of how their personal information will be used, to whom the information will be disclosed, the authority in which the personal information is collected, and who to contact if there is a query.

MCCSS and MLITSD share consent automatically.

Using Alternate Mechanisms for Obtaining Verbal Consent

Service Providers may use alternate mechanisms for obtaining verbal consent that go beyond traditional face-to-face interaction or phone calls, such as video-based messaging services or using platforms like Zoom, Teams, or other video conferencing tools where individuals can visually confirm and verbally provide consent. This allows for a more interactive and visually verifiable consent process.

When considering alternate mechanisms, it is essential to prioritize platforms and methods that ensure security, privacy, and the ability to validate the identity of the consenting individual.

See **Appendix G** for process if client requests the NOCC in writing.

What to Do When a Client Revokes Consent

The client can revoke their consent to the NOCC at any time during service. However, upon withdrawal of consent, the client will not be able to continue receiving EO case-managed services. All case-managed employment services activities are expected to cease once the client withdraws their consent.

Service Providers are responsible for informing LRES of any revocation requests from the client (e.g. stop sharing with MLITSD, stop sharing with the Ministry of Children, Community and Social Services (MCCSS)) or removal of client personal information from the system.

What to Do When a Client Does Not Provide Consent

If the potential client does not provide their consent to proceed, then the assessment must cease (i.e. stop administering the CAT). These individuals can be referred to life stabilization, community-based, and/or self-directed services depending on their needs.

No documentation is required if consent is not provided.

8.3 Common Assessment Tool Modules

The CAT is currently divided into two modules:

1. **Module 1** – This module collects client background information, such as:
    - Contact information
    - Demographic information
    - Essential skills (including self-efficacy)
    - Support and service needs/life stabilization

2. **Module 2** – This module collects information on income and employment, including:
    - Income and assistance
    - Disability information
    - Employment status and history
    - Employment goals (including work attitudes)

Clients who are identified as requiring case management will be administered both Module 1 and Module 2 of the CAT.

8.4 Facilitating the Common Assessment Tool

For Social Assistance Clients

For SA clients referred to IES, Module 1 of the CAT will be administered by SA caseworkers and will inform the creation of an SA life stabilization action plan. Module 2 will be administered by the EO caseworker and inform the creation of an EAP.

The CAT will also inform and support appropriate referrals to employment services, as well as sequencing of services as part of ICM. The two action plans are then linked within our digital systems to support ICM.

Note: The CAT provides information to inform decision-making by the caseworkers; it does not directly determine eligibility for SA, level of IES, or specific services needed.

If an SA client self-refers to a Service Provider, staff may complete Modules 1 and 2 to avoid bouncing the client between systems. However, the staff member must follow the ICM Communication Protocol and provide the SA staff with the information needed to support life stabilization. If a new CA Module 1 is created in error, Service Provider should return referral noting that the client is already engaged with EO.

For Non-Social Assistance Clients

An EO-only client is a client who enters IES through an EO Service Provider who does not have an active SA profile. Where a client is not referred by SA (i.e. they are an EO-only client), the EO caseworker will complete both Module 1 and Module 2 to determine job readiness and inform the creation of the EAP.

8.5 Common Assessment Tool Completion and Screening

The CAT record is considered complete after the Modules have been completed and submitted. Once submitted, the client’s assessment will be segmented to determine a stream for IES Performance Management Framework and Funding Model (i.e. Performance Based Funding) purposes. At this point, the stream result will be viewable to EO (as well as SA if the client is shared).

Note: All SA clients will receive case-managed services until further direction is given.

Upon completion and submission of the CAT, the record and information (i.e. responses and stream results) cannot be modified or deleted from the system. Ensure that all information in the CAT is reviewed with the client before completing the record. If an error is discovered after completion, then the completed CAT will need to be closed in error, and a new CAT will need to be created. If an error is discovered in Module 1, the SP should cancel the original one and redo Module 1 and let the caseworker know of the error and that the module has been redone.

If the client's circumstances change (e.g. change of address, change in disability status), details can be updated within the client's EAP via CaMS.

If a client previously completed a CAT that was never processed (i.e. a CAT was submitted, but an EAP was not initiated), then depending on how much time has passed and how much has changed for the client, it may be appropriate to complete a new CAT as opposed to using the outdated completed assessment. The timeframe depends on circumstances, but should be no longer than 120 days.

Client Streams

Once Module 2 is completed and submitted, it helps inform the intensity of services required. Using the segmentation model, data collected through the CAT will be used to stream clients into one of three streams (A, B, or C) based on their relative risk of long-term unemployment.
The three streams include:

- **Stream A: Rapid Employment** – Stream A includes clients who may be able to quickly obtain employment. Clients who fall into this stream may require less intensive ongoing supports.
- **Stream B: Employability and Employment** – Stream B includes clients who may need to focus on improving employability in addition to obtaining employment. Clients who fall into this stream may require a moderate level of ongoing supports.
- **Stream C: Employability Focused** – Stream C includes clients who may need to focus primarily on improving employability prior to exploring employment opportunities. Clients who fall into this stream may require intensive and ongoing supports to enter the labour market.

Through the CAT, Service Providers will determine the extent of services to be provided to each client based on the client's individual needs and preferences.

Note: Streaming is system generated, and the funder holds the streaming algorithm. Client streaming currently cannot be overwritten or altered. It is important to note that the SSM does not see the labelling of Streams A, B, and C as hope-creating or client-centred. These are terms provided by MLITSD and used for reporting and service intensity decisions. **The SSM generally considers it a best practice to use these terms as internal, and not as client-facing language.**

Self-Directed Services

Clients who have been identified for self-directed service do not require case-managed services and will be able to utilize a comprehensive suite of self-service options. Individuals who effectively use self-service options alone often possess a strong understanding of market perceptions, strong motivation, effective work habits, and excellent interpersonal skills. Some self-service options may be appropriate for some case-managed clients (i.e. Stream A and Stream B clients) as part of their EAP.

Initiating an Employment Action Plan

Once the CAT is complete, an EAP can be started after linking the most recently completed CAT to the client record. For more information about the EAP, see **Section 10.0.**

Section 9.0

Case Management and Integrated Case Management

9.1 About Case Management

Service Providers are expected to offer comprehensive case management for each assisted client. This includes making referrals to other support services as needed, assisting with job search activities, job development, job retention, gathering evidence to support outcomes, ongoing monitoring to reflect individual needs and progress, and other activities outlined in the Program Guidelines. Service Providers are expected to track referrals to other services and supports by documenting them in the EAP and client case notes.

Service Providers will use the CAT, EAP, and ICM to inform each client's employment journey. Service intensity and duration will be tailored to meet each client's needs.

9.2 Components of Case Management

Service Providers will manage the client's overall case and provide counselling and general support on a one-to-one basis, including:

- **Supporting Employment Preparation** – Guiding clients through their employment preparation and plan, with a focus on sequencing of activities and referrals for employment readiness.
- **Monitoring and Documentation** – Monitoring and documenting a client's information and employment activities.
- **Maintaining the Employment Service Plan** – Revising and updating the employment service plan.
- **Identifying Additional Needs** – Helping clients to identify further needs and access other sources of support for income, childcare, transportation, counselling, legal services, or other life circumstances that influence readiness for employment.

- **Addressing Issues as They Arise** – Helping clients overcome problems as they arise by focusing and building on their strengths and capabilities, including setting appropriate expectations for success.

The primary focus of case management is on employment issues, but Service Providers must also be prepared to support clients with a broad range of life stabilization issues. This support can include:

- Coordination and referral to other human/social/community, housing, legal, and other education or training services (e.g. local school or school boards);
- Provide referral to mental health or addictions services;

9.3 Integrated Case Management for Social Assistance Clients

IES is the new model of employment service delivery that integrates employment programs for OW and ODSP into EO to create one employment system.

ICM is how SA delivery partners, SSMs, and Service Providers keep track of and report on the services offered to individual SA clients and the results of those services. It's a way to work together between SA and employment service systems, aiming to make it easier to share information between the two. This involves bringing together important details from the SA and IES systems that are important for planning services, including life stabilization and employment service planning. This sharing of relevant client information like client profiles, referrals, tracking, and activities helps caseworkers in both systems effectively support and manage client activity.

ICM of SA clients formally begins once the client's EAP is established by a Service Provider. From the client's perspective, there will be one client action plan. From a business perspective, there will be two linked, but discrete components (for accountability purposes) within the client's action plan.

These two components include:

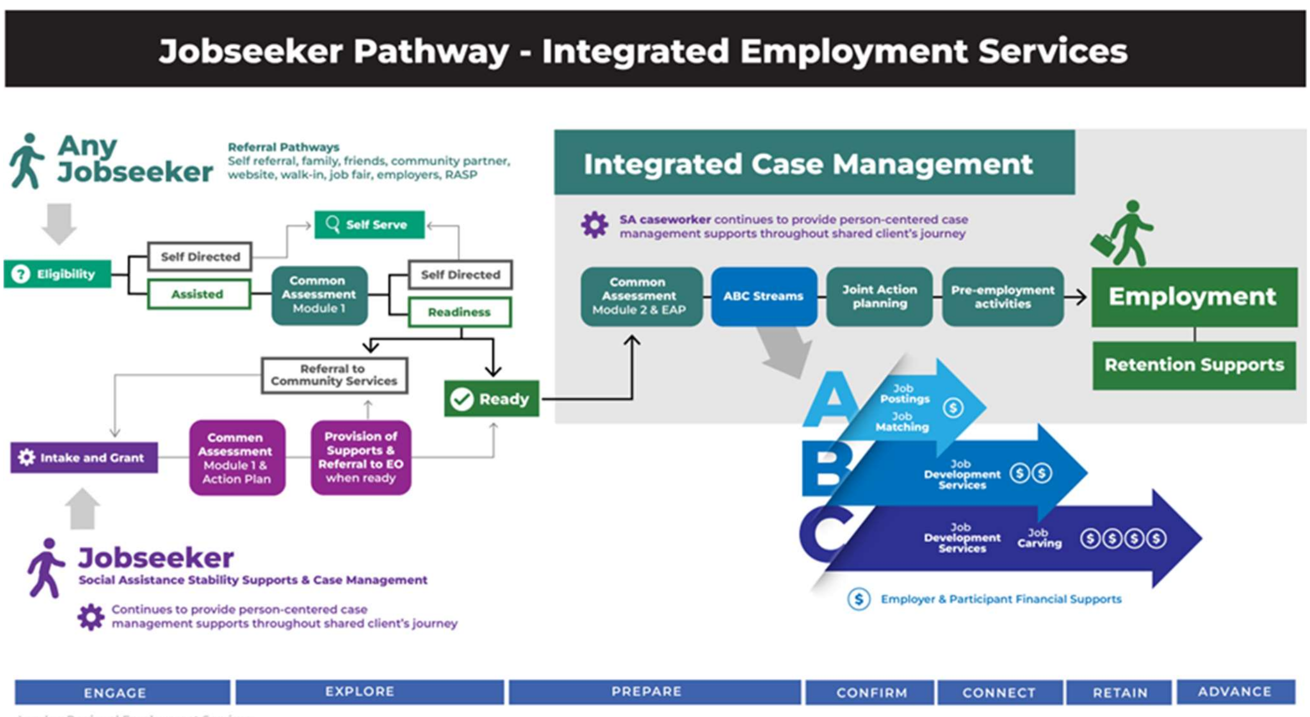
1. **The Action Plan** – The Action Plan is developed and managed by SA caseworkers for their clients, including Action Plan goals, support needs, referrals to community services, and outcomes.

2. **The Employment Action Plan** – The EAP is developed and managed by the EO Service Provider staff for all clients accessing case-managed IES services, including EAP employment goals, pre-employment services and retention services (if applicable), as well as any service coordination, client progress, and employment-related outcomes.

EO caseworkers and SA caseworkers are expected to collaborate on coordinating services needed to support the client's progress, including any outstanding or concurrent life stabilization services.

SA and EO caseworkers can view applicable and appropriate information from an SA client's Action Plan and EAP, except for any sections that cannot be shared due to legal, regulatory, or privacy considerations. As a result, through CaMS, Service Providers can view financial supports provided to referred SA clients and for what purposes, as well as vice versa for SA caseworkers.

Figure 3: Job Seeker Pathway



Section 10.0

Employment Action Plan

10.1 About the Employment Action Plan

The EAP is both a process and a living tool that captures and documents client service planning, including employment goals, activities, the involved and/or implicated parties, and the range and sequence of service components.

As per existing EO policy, each client can have only one active EAP at any time with only one segmented CAT record attached. Therefore, if the EAP is cancelled or closed and the client is returning for service, they will be required to complete a new CAT before they can access a new EAP. Service Providers must maintain an EAP for each client that includes:

- A client assessment and service rationale;
- An evolving service plan (telling a story that someone not involved can follow);
- Updates;
- Referrals;
- Clear goals;
- Methods of monitoring progress; and
- Evidence of individual ownership.

Please see **Appendix H** for a list of EAP sub-goals and plan items in EOIS-CaMS.

The EAP should be a living document that is updated with the client throughout the delivery of services and throughout the 12-month retention period. While the Ministry-required EAP will close at the outcome, Service Providers are expected to provide evidence of ongoing action planning until follow-up activities are complete. The services outlined above are not intended only to be offered prior to employment being gained, but rather, to be a suite of the services provided at any time based on client needs.

Pre-Employment Services

As part of the evolving service plan, the EAP must capture pre-employment services, retention activities, and monitoring follow-ups. Job placements are included under pre-employment services and may continue into the monitoring period if the placement exceeds 20 hours per week in duration. These don't count for performance-based funding until they are no longer on employment incentives.

For the purposes of funding and administration, pre-employment services are activities that support a client to a Funded Outcome of obtaining employment (i.e. a new job or a job with a new employer) of at least an average of 20 hours/week or more.

Pre-employment services are the suite of activities that have been agreed upon by both the EO caseworker and client, signed, and activated in the system and available to a client as part of their EAP that would usually precede obtaining employment, such as access to digital services, career exploration, referral to skills training, and job search development and matching. It encapsulates employment services leading to a potential job (including placement), but it excludes services that may only be provided once a client is employed, such as retention services.

In some instances, pre-employment services can also be provided or revisited once a client obtains employment (including losing a job) or comes into IES employed (i.e. under the 20-hour threshold).

Service Providers have the option to provide EO clients with self-employment services or refer clients to external entrepreneurial organizations for help with self-employment.

Note: For a client in case-managed services who enters EO with employment of 20 hours or more on average per week, as indicated in the CAT, the Funded Outcome is when the client is in paid employment where they are working at least an average of 20 hours per week with a **new** employer.

Client-Centred Action Plan for Case-Managed Clients

LRES requires Service Providers to document services offered to clients and any required follow-up or outcomes.

Within case-managed services, the SSM expects the Service Provider to develop, at a minimum, services that address the following areas:

1. **Client Assessment and Rationale for Service** – A comprehensive client assessment will be conducted to understand the client's unique needs, skills, interests, and goals. The Service Provider will utilize the CAT and EAP framework in CaMS for all case-managed clients and may choose to use other assessment tools or approaches beyond the minimum that will allow for a deeper understanding of client needs and more effective action planning for positive outcomes.
2. **Evolving Service Plan** – The service plan should be a dynamic plan that continually adapts to the client's progress and evolving circumstances.

   This evolving plan encompasses specific pre-employment service components, including:

   - **Service Planning and Coordination:** With the client, EO staff will co-construct a detailed action plan and coordinate services and referrals across the program (i.e. mental health supports, literacy and essential skills, training, apprenticeship, etc.). This work intends to get the client the services that best address their needs and coordinate them holistically, with the client at the centre of decision-making.
   - **Career Exploration:** EO staff will assess potential career paths aligned with the client's interests and skills. As with most employment service programs, Service Providers are expected to keep a suite of services that address job search skills, resume writing, interview preparation, networking, workplace etiquette, and other areas of focus deemed required. These will be built and maintained in the spirit of the client service streams.
   - **Skills Training:** Service Providers will provide targeted training programs to enhance relevant skills. Some clients will need long-term skills upgrading to engage in the workplace successfully. Service Providers are expected to develop approaches to support clients in applying to their services and make effective referral pathways. When a client is engaged in a program, such as Better Jobs Ontario, the Service Provider will keep the case open and provide support. Education is not a successful outcome by itself; the Service Provider should be there to provide support once the education is completed. There

are cases, such as the Skills Development Fund, where the Ministry will not allow clients to be open in both programs; in cases where a referral to these programs is made, the Service Provider may close the client, however, it will not be counted as a successful outcome (nonetheless, the Service Provider is expected to act in the client's best interest).

- **Employability Skills Training:** Service Providers will offer programming that develops clients’ employability. These programs may focus on industry-specific needs (e.g. Smart Serve, WHMIS, etc.). However, the Service Provider must establish and maintain programming to develop the client’s motivation, reliability, and dependability skills as a core component of its service offering. These are core to long-term employment success and essential to client success.

- **Job Search:** EO staff will help clients strategize and implement effective job search techniques.

- **Job Matching/Job Development and Placement:** Job Development is crucial for Stream C clients who require introductions, connections, and additional supports. Job Matching includes identifying suitable employment opportunities that match the client's profile. Job placement and incentive activities focus on facilitating successful job placements with appropriate incentives. Job placements are an effective tool for increasing client work experience and on-the-job training, with the goal of continuous employment.

- **Job Coaching:** EO staff will offer ongoing support and coaching to help clients navigate the workplace. Service Providers are expected to develop robust job development approaches to address the service needs outlined in the profiles presented in the client service streams. This should include job search, matching, development, and placement approaches. Successful program development in this area will be a significant area of focus for SSM monitoring of the network.

- **Job Retention:** Service Providers will implement strategies for sustained employment. With outcomes now measured at three months of employment and the expectation of an ongoing relationship with the client for 12 months from placement, the SSM expects Service Providers to develop a robust job retention approach. This should include coaching, retention, advancement, and rapid re-employment in the event of termination. The SSM will work with Service Providers to develop best practices, however, Service Providers are also expected to grow these independently. Successful program development in this area will be a significant area of focus for SSM monitoring of the network.

- **Employment Supports:** EO staff will provide ongoing assistance tailored to the client's needs. Each Service Provider has been provided with funds to supply employment-related financial support to job seekers and employers. These supports address barriers to employment and support successful client placements. There should be demonstrated evidence of their need and a match between service intensity level and the amount used.

- **Job Advancement (if applicable):** These services are for clients who are employed at the time of entry into IES. EO staff will help clients develop plans for career growth within the chosen field.

- **Specialized Services:** Service Providers will address unique challenges with specialized support. Service Providers are expected to develop appropriate programming for people in specialized populations, including Indigenous People, ODSP clients, People with Disabilities, Youth with Higher Support Needs, Racialized Individuals, Francophone Ontarians, and new Canadians. These services must prove they are tailored to the individual's unique needs and demonstrate culturally appropriate services. These services should consider what service intensity is required to address unique challenges.

3. **Plan Updates and Referrals:** The service plan will be updated regularly to reflect accomplished steps, acquired skills or knowledge, and any new information. Appropriate referrals to community services and resources should be made when necessary, ensuring clients have access to a comprehensive network of support.

4. **Clear and Achievable Goals**: Each service plan will articulate clear and achievable goals, aligning with the client's identified skills, interests, and needs, as well as the demands of the labour market. This ensures that the program remains focused on tangible outcomes and progression.

5. **Monitoring Process:** To track progress, the program will employ robust methods of monitoring, including regular check-ins, progress assessments, and feedback sessions. This iterative monitoring process allows for adjustments to the service plan as needed, ensuring continuous alignment with the client's goals.

6. **Individual Ownership**: The service plan will prominently feature evidence of individual ownership, such as client signoffs and records of discussions. This emphasizes the collaborative nature of the program, with clients actively participating in shaping their journey toward successful employment.

Based on the services outlined above, the Service Provider will co-construct a detailed EAP with each case-managed service client that will yield the best employment outcome for that client based on their stream of service and service intensity need. There should be evidence of how the plan addresses each client’s strengths, needs, and goals.

There should also be evidence of how the action plan supports the client’s engagement with the right level of service right away, as outlined throughout the document. Service Providers are expected to connect with community partners in their catchment area and make appropriate service referrals based on clients’ needs to effectively support clients in achieving their employment goals.

Custom Basic Plan Item is not an acceptable Plan Item in an EAP – should an activity not fit in any other category, Custom Basic Plan may be used, but must be renamed to accurately reflect the activity. It should be noted that the EAP required by the Ministry does not constitute a sufficiently well-documented action plan. Instead, it is the minimum needed for outcome tracking.

10.2 Employment Action Plan Closure

The EAP is intended to capture all client services, including retention supports as required. There is no maximum duration currently for the EAP, as each client will move through the program at a pace suitable to their needs and abilities.

For Performance Management Framework and monitoring purposes, the EAP will remain open for 12 months following the end of pre-employment services **or** the Funded Outcome threshold, whichever comes first, and will remain open longer for exceptional cases where clients may require more retention support based on operational monitoring/check-ins (i.e. if the client becomes employed close to the final checkpoint, the Service Provider may choose to offer additional retention services beyond the 12-month checkpoint in order to ensure continued employment).

Once started, the checkpoints will continue as per schedule, regardless of whether the client loses or gains a job.

Keeping the EAP open in these exceptional cases does not impact the Performance Management Framework, Performance Based Funding, or client volume counts.

EAP closure is a manual process, meaning CaMS will not automatically close the EAP at the 12-month checkpoint. Therefore, the EO caseworker will choose from one of the EAP closure reasons noted in the next section to manually close the EAP.

EAP closure does not refer to the end of the pre-employment services period.

Reasons for EAP Closure

Available closure reasons are based on when the EAP is closed.Time points for EAP closure include during the pre-employment phase (i.e. prior to the completion of the defined pre-employment services or prior to adding an outcome), during the monitoring phase, or after completion of the 12-month outcome checkpoint. See **Appendix I** for EAP Closure Reasons

10.3 Early Exits

An early exit is when the client exits the EAP prior to:

- Completing all pre-employment service activities (i.e. is not a client served, where client served means completed all pre-employment activities)
- Achieving employment at the Funded Outcome level

This means the client's EAP is closed without recording an outcome. Early exits will **not** result in triggering the monitoring schedule. The EAP will be closed upon an early exit decisions and these clients will not count against the Performance Management Framework or the Performance Based Funding since the EAP closes prior to the monitoring period. They will count against annual client volumes, as the client did register, complete a Common Assessment, and start an EAP.

Potential reasons for an early exit are the same as any other closure reason, with exception of completion. It should be noted that closures should not be counted as an early exit if the EAP were able to be closed with any other possible outcome.

10.4 Re-Association or Returning Clients

Some clients may exit the IES system and return for additional services (e.g. obtained and kept employment for the 12-month monitoring period, then became unemployed and needed to come back into service). For this instance, returning clients should be treated like a new client in that they must complete a new CA and develop a new EAP.

It is expected that Service Providers will ensure these clients' current needs are being considered and their new EAP builds on their previous services (i.e. does not just repeat what has been provided previously).

There is no restriction on the time between exiting one EAP and taking the CA again to begin developing a new EAP. However, the EO Service Provider has the flexibility to consider whether an independent job search may be beneficial to the client prior to administering the CA once again if the interval was short in duration.

There are no limits to the number of times a client may enter the system.

10.5 Longer-Term Clients With Employment Action Plans

The Ministry recognizes that some clients may not exit the system and will continue to need further IES after all the checkpoints have passed (e.g. did not find employment or reach the Funded Outcome, or lost employment gained through IES during the monitoring period). EO Service Providers are expected to continue to work with clients **needing continuous or further service** after the monitoring period.

To support this, the Ministry has set parameters to allow for re-association with Performance Based Funding payments. After all checkpoints have passed, clients are no longer associated with potential Performance Based Funding payments unless and until they meet certain conditions.

A client who has **not** exited employment services may be re-associated with Performance Based Funding if the client:

1. Has been monitored for employment outcomes previously and has passed all the monitoring checkpoints; that is, the client has had a job or ended pre-employment services and has been monitored by the Service Provider for employment outcomes at 1, 3, 6, and 12 months;
2. Indicates that they need pre-employment assisted services; and
3. Has been re-assessed through the CA following the final monitoring checkpoint.

Section 11.0

Retention Services

11.1 About Retention Services

Retention activities are a core component of the IES system and should be built based on the client's needs and employer engagement to support both the client and employer.

Retention activities are available to all clients, including individuals who enter IES unemployed or employed, to support sustainable employment regardless of the number of hours per week they are employed.

While retention activities are not mandatory, EO caseworkers are expected to make these services available for clients who may require further help to keep a job. Outcome follow-ups/monitoring checkpoints provide an opportunity to check in with clients regarding the status of their employment.

Completion of retention sub-goal plan items will not impact the timing of the monitoring checkpoints.

11.2 Monitoring Checkpoints and Client Served Key Performance Indicators

Monitoring must begin at either the end of a client's funded placement or when a client starts a job that meets their Funded Outcome.

One of the following two monitoring triggers will have been achieved:

1. The client is employed at 20 hours or more per job per week.
2. The client is employed at another employer for at least an average of 20 hours or more per job per week.

Placement plan items exceeding at least an average of 20 hours per job per week will trigger the monitoring checkpoints (i.e. a client is employed at least an average of 20 hours or more per job per week, but the plan item will not be required to be closed until the placement naturally ends).

If the CAT response(s) to the employment goals questions were “Not Sure” or “Prefer Not to Say” (i.e. Number of Hours Worked, Wage Per Hour, or National Occupation Classification), they will need to be revised to reflect values prior to the client exiting pre-employment services. It is expected that these values are consistent with the client’s goals at the start of the EAP and do not just reflect the client’s achieved employment. The achieved outcome values will be captured in the Ministry’s Employment Status Questionnaire when a client is surveyed at monitoring checkpoints. This distinction will allow the Ministry and the SSM to appropriately compare employment goals against employment achieved.

All clients may continue to access pre-employment services activities/plan items during the lifetime of the EAP, even when they move into the monitoring checkpoint period**.** Once clients obtain employment, they can access retention services. If, however, a client requires more help (e.g. they lose their job), they can access additional pre-employment services activities/plan items during the lifetime of the EAP despite the monitoring being triggered for Performance Management Framework and Performance Based Funding purposes.

Once the EO caseworker completes the outcomes questionnaire and selects the appropriate trigger for the client, the checkpoint schedule (i.e. 1, 3, 6, and 12-month checkpoints), will begin in the system.

11.3 Retention Strategies

The service delivery model emphasizes retention strategies that include:

1. **Maintaining Client Relationships** – Check-ins will promote ongoing meaningful and timely contact between Service Providers and clients, through which staff can provide job coaching and training to address emerging issues.
2. **Minimum Follow-Up Standards** – To ensure client success, Service Providers should maintain the Service Provider-client relationship and identify employment issues early on. It is important to collaborate with the client in developing a check-in plan and determining the frequency of check-ins. This ensures the client is well informed and aware of what to anticipate throughout the retention period. Minimum check-in frequency by stream is outlined below (please note that as services are client centric, should these frequencies not fit with a client’s individual needs please adjust accordingly):

- Stream A – First week of employment, then monthly for 12 months.
- Stream B – First week of employment, biweekly for 3 months, then monthly until 12 months of employment.
- Stream C – First day of employment, end of the first week, weekly for 3 months, then biweekly until 12 months of employment.

3. **Employer Coaching** – Service Providers are expected to offer employer coaching where requested, with an emphasis on retention. Coaching may include co-designing recruitment strategies, leveraging network supports, and providing on-site support to employers.
4. **Recruitment Support** – Service Providers are expected to help employers identify best practices for recruitment and retention and work with the network to help an employer become and remain an employer of choice.

   LRES will be monitoring lost contact rates - To promote long-term employment success, LRES will monitor client service wait times. A minimum 10% lost contact standard will promote client engagement with services and ensure Service Providers can get early information on emerging client needs. Service Providers may use performance based financial incentives for client service engagement (i.e. gift cards for clients submitting paystubs, incentives for staff staying engaged with clients with employed outcomes).

Retention Support for Marginalized Populations

Retention support is particularly important for marginalized populations because it can help individuals to overcome barriers that may prevent them from staying in their jobs and advancing in their careers.

Marginalized populations often face a range of barriers to employment, including discrimination, lack of access to education and training, and limited social networks. These barriers can make it difficult for individuals to secure employment and retain stable employment, while potentially limiting their opportunities for career advancement. For example, individuals from low-income backgrounds may struggle to balance the demands of their job with the demands of their family and other obligations, while individuals with disabilities may face physical or logistical challenges in the workplace.

Retention support can help to address some of these barriers by providing individuals with the resources and support they need to overcome challenges they may face in the workplace. For example, retention support may include mentoring programs, skills development training, and access to job coaching or counselling. These types of services can help individuals build their confidence, develop new skills, and connect with others in their field, all of which can help to improve job performance and increase chances of advancement.

By providing targeted retention support services, Service Providers will help to address these challenges and create a more supportive and inclusive work environment that promotes the success and advancement of all employees, regardless of their background or level of experience.

Retention activities are available to any employed clients to support them in retaining their employment regardless of the number of hours per week they are employed. Service Providers must develop their own techniques and best practices for supporting clients in retaining their employment.

Section 12.0

Legacy Clients

Legacy clients are clients who have active employment service plans in the IES catchment areas during the transition period and continue to remain active (i.e. receive services) during the IES delivery period. This includes clients accessing the following in-scope, legacy programs:

- Employment Service (ES);
- Ontario Employment Assistance Services (OEAS); and
- Employment Supports Program (ESP, formerly Ontario Disability Support Program – Employment Supports).

Service Providers are expected to continue to assist and support legacy clients until a natural close and will complete the associated follow-ups required.

There is no requirement for how long a service plan should remain open, but it should be closed only when the Service Provider is certain that the client no longer needs supports (i.e. closes naturally, the client voluntarily chooses to leave the program/ service, or the client achieves employment).

Flow-through funding can be used for legacy clients. However, there is no additional funding source for these legacy clients.

Service plans for legacy clients are not to be systematically closed all at once and then re-entered as new clients in IES. The legacy service plan can only be closed once the client no longer requires the supports offered through the legacy service plan (e.g. closes naturally, voluntarily chooses to leave the program/service, or achieves employment).

Outcomes of legacy clients do not have an impact on the Performance Management Framework and Performance Based Funding for Service Providers. These components apply only to new programming delivered after January 1, 2024, in the IES delivery phase.

Section 13.0

Integrated Employment Funding Model

13.1 About the Integrated Employment Funding Model

The Integrated Employment Funding Model has three components:

1. **Operational Funding** – This funding covers direct delivery, including administration, utilities, and other operational costs for service delivery.
2. **Funding for Employment-Related Financial Supports for Job Seekers and Employers (Financial Supports)** – This funding provides financial supports to clients and employers for addressing temporary financial barriers to participation in employment or employment-related activities.
    - **Note:** Within the total allocation for financial supports, the SSM has established a reserve amount in line with Ministry funding that can only be used to support clients who are ODSP income support recipients. This reserve may be used for both job seeker financial supports and employer financial supports.
3. **Performance Based Funding** – This funding is based on the achievement of individual client employment outcomes.

13.2 Considerations for Financial Supports

Considerations for issuing financial support include:

- An active EAP exists for the client.
- Financial support alignment with the goals and needs as outlined in the EAP.

Demonstration of need and impact must be provided, including:

- Unmistakable evidence of need and match between client stream, whether the client is part of a specialized population, and the amount used.
- The demonstration should highlight the connection to achieving an employment outcome for the client, emphasizing why neither the client nor the employer could cover the expense.

Ways to demonstrate need and eligibility for client-related financial support include:

- The client receives income support from SA (OW or ODSP) and a consultation with SA provider has taken place to ensure coordination of benefits.
- The Service Provider documents a client's support needs based on a client's individual circumstances (e.g. unemployed, low income, job search barriers, etc.).

The Service Provider is responsible for collecting, maintaining, and submitting documentation to substantiate all financial supports.

- Proper documentation must include an itemized receipt (with the exception of bulk purchases – please reach out to your Employment Program Coordinator for the most update procedure on bulk purchases)
- Receipt to be uploaded to CaMS EAP within 5 business days for SSM approval, see **Appendix J** for pre-approval template.

Funding caps are in place with total financial support not exceeding $6000 for the lifetime of an EAP. Additional caps include:

- $2500 individual client supports
- $3500 employer client supports

13.3 Employment-Related Financial Supports for Job Seekers

There are two categories of job seeker financial supports:

1. **General Job Seeker Financial Supports** – These supports are available to IES clients for removing temporary financial barriers to participation in employment or employment-related activities. This may involve the purchase of items or training to aid clients in gaining employment.
2. **Job Seeker Financial Supports for People With Disabilities** – Job seeker financial supports for people with disabilities are intended to support clients in removing disability-related temporary financial barriers to participation in case-managed employment or employment-related activities. Clients with a disability are eligible, including those receiving ODSP income support and clients who self-identify as having a disability as part of the CAT or through their EAP.

Note: ODSP reserve (where applicable) can only be used to support clients who are ODSP income support recipients. This reserve may be used for both job seeker financial supports and employer financial supports.

General Job Seeker Financial Supports

Financial supports provided to clients through EO are linked to their EAP and provided on a **temporary basis** to remove barriers to participating in employment services and employment, such as:

- Short-term transportation expenses, such as transit fare or gas costs to attend employment-related activities or for onboarding at a new job.
- Technology, such as a pre-paid card for cell phone coverage to address a client barrier in job searching or onboarding at a new job.
- Work clothing or grooming needed for employment-related activities, such as a job interview or for onboarding at a new job. **EO Service Providers are encouraged to direct clients to community-based resources offering free or affordable clothing** using a "no-cost or low-cost" approach. See 211Ontario for a list of community-based resources.
- Special equipment, supplies, and equipment for employment-related activities or for onboarding at a new job, such as safety equipment (e.g. work boots, safety vest, etc.).
- Costs related to occupational certification (e.g. taking an exam or obtaining documentation verifying completion of a set of educational/skills training requirements).
- Short-term training costs, such as client stipends, registration fees, and tools necessary to complete training.
- Emergency or infrequent childcare to attend employment-related activities or onboarding at a new job.

- Language skills assessment and academic credential assessment related to the client’s EAP or onboarding at a new job.
- Translation of international academic documents related to the client’s EAP or onboarding at a new job.

Job Seeker Financial Supports for People With Disabilities

Job seeker financial supports for people with disabilities are intended to support clients in removing disability-related temporary financial barriers to participation in case-managed employment or employment-related activities. Clients with a disability are eligible, including those receiving ODSP income support and clients who self-identify as having a disability as part of the CAT or through their EAP.

There is no individual minimum or maximum associated with any client, client group, or income-based eligibility parameters.

Examples of eligible expenses include:

- Workplace accommodation needs, such as assistive devices or adaptive technology.
- Job-specific communication skills training.
- On-the job supports, such as sign language interpreter, reader, and note taker services and other specialists as appropriate.
- Specialized diagnostic assessments to obtain critical insights about a client’s capabilities related to participating in services and equipment. Diagnostic assessments can only be conducted with the express, written consent of the client.

Service Providers are expected to be aware of and consider the employer’s obligations to provide the necessary accommodations for the client as required under the Ontario Human Rights Code, as well as an employer’s obligations to accommodate people with a disability under AODA.

Coordination of Social Assistance Benefits and Integrated Employment Services Financial Supports

For SA clients, EO Service Providers must work with SA caseworkers to ensure there is no duplication of funding.

SA financial benefits are intended to support SA clients in addressing their need for stability-related supports, such as health-related benefits, disability-related benefits, transportation for non-employment activities, longer-term childcare, and medical and non-medical discretionary benefits.

IES financial supports to IES clients (individuals and their employers) are for removing temporary financial barriers to participation in employment or employment-related activities.

EO and SA are encouraged to work together to ensure the client's needs are addressed.

13.4 Employment-Related Financial Supports for Employers

Employers who hire IES clients may be eligible for financial supports, including job placement incentives to remove temporary barriers to onboarding the client for new employment.

To be eligible for supports, an employer must:

- Be licensed to operate in Ontario.
- Comply with applicable legislation and maintain appropriate insurance.
- Not use the funding to hire family members.
- Not be currently receiving other funds (federal, provincial, or municipal, etc.) for the same job placement.
- Maintain appropriate WSIB or alternate workplace safety insurance coverage and have adequate third party general liability insurance as advised by its insurance broker.
- Not use the supports to replace existing or laid-off employees.

Examples of eligible expenditures include:

- Supports for on-the-job accommodation(s), such as assistive devices or adaptive technology;
- Funding to offset costs for onboarding requirements; and
- Placement incentives, including wage subsidies.

To initiate employer financial support, the Service Provider must:

1. Ensure the employer meets all eligibility criteria.
2. Conduct at least one initial site visit per employer before any placement to confirm a suitable and safe work environment. Site visits prior to a placement are expected in order to receive employer financial supports. See **Appendix K** for the site visit template. Please note it is not the expectation that staff interpret any workplace policies, rather indicate on the form whether or not the policies are applicable to the specific employer.
3. Develop an agreement outlining objectives and a placement schedule with the employer and client.
    - If a placement ends earlier than planned, the employer qualifies for a prorated financial incentive directly proportional to the total placement duration.
    - Incentivized placements cannot commence before the placement terms are negotiated and approved by this document.

The Service Provider should consider the following:

- The client's stream;
- The skill level of the placement;
- The wage of the placement (i.e. living wage);
- Whether the placement leads to an apprenticeship; and
- Any job carving or new role creation the employer uses to support the placement in determining the funds allocated to the placement.

Subsequent placements with the same employer for the same client are permitted with a strong rationale. It's important to note that the SSM reserves the right to withhold reimbursement for employer support expenses if:

- Proper evidence is lacking;
- The Ministry does not reimburse the SSM;
- Evidence of need is absent;
- There is no pre-approval for expenses exceeding $2,500; and
- The support does not align with the guidelines.

When arranging a placement for a client, Service Providers should complete an **Employer Registration Form** (see Appendix L) if the employer is not already registered in the CaMS system and a **Training Incentive Placement Agreement** (see **Appendix M**). The training incentive placement agreement must be uploaded into CaMS within 5 business days of the placement beginning. Additionally, Service Provider is to outline in the placement agreement how funds will be distributed to employer, especially in the case of an early termination of the placement.

If it is the first time a Service Provider is working with an employer, the Service Provider is expected to complete a site visit to ensure that the workplace is appropriate and safe for the client. Evidence of this site visit should be added to the placement documents as well as the client's case notes. If a site visit does not need to be conducted because the Service Provider has prior experience with the employer, this should be noted in the client's case notes.

Service Providers are anticipated to acknowledge and consider the employer's responsibilities in providing essential accommodations for the client, as mandated by the Ontario Human Rights Code and AODA.

In essence, this implies that Service Providers should refrain from financing accommodations that the employer is legally obligated to provide. It should be noted that the supports listed in this section are a partial list of supports that can be provided to clients. LRES is available for consultation on supports outside this list on a case-by-case basis.

LRES reserves the right to withhold reimbursement for client support expenses if:

- The proper evidence does not exist;
- The Ministry does not reimburse the SSM;
- Evidence of need does not exist;
- The support is not in alignment with the guidelines.

13.5 Performance Based Funding

Requirements for Performance Based Funding

For Service Providers to receive a Performance Based Funding payment, the client must have achieved their Funded Outcome. A Funded Outcome includes the following:

1. For a client in case-managed services who enters IES either **unemployed** or working **less than 20 hours** on average per week, as indicated in the CA, the Funded Outcome is achieved when the client is working at least an average of 20 hours per week.
2. For a client in case-managed services who enters IES **already employed** and working **20 hours or more** on average per week, as indicated in the CA, the Funded Outcome is when the client is working an average of 20 hours or more per week with a **new employer.**

If an IES client successfully obtains a Funded Outcome but then loses their job, their Funded Outcome becomes that of the second scenario (i.e. the client must be working an average of 20 hours or more per week with a new employer).

The client Funded Outcome must be associated with employment that takes place in Ontario, and the employer must be licensed to operate in Ontario. The Funded Outcome is based on a client's primary job, with the exception of job stacking.

Job stacking means a client has two or more jobs simultaneously to reach an average of 20 hours per week or more of employment. Within each catchment area, up to 5% of clients at each milestone checkpoint period may now be recorded as achieving a Funded Outcome resulting from job stacking.

Eligibility for Performance Based Funding Following Client Referrals to Training/Education Programs

Service Providers are responsible for establishing processes to support IES client referrals to employment supports, including referrals to training/education programs (e.g. Apprenticeship, Better Jobs Ontario, Literacy and Basic Skills). Clients must be actively engaged and participating in the action plan.

This may include pre-employment supports to assist with the completion of a program and to provide other complementary services, if appropriate. Once completed, the Service Provider and client will determine whether additional services may be required to achieve the client's stated employment goals.

To ensure smooth client pathways and clear accountabilities, for the purposes of Performance Based Funding eligibility, referrals to training/education are broadly grouped into courses or programs that will lead to:

- Immediate skills development/training completion; or
- Immediate employment (i.e. employment-focused EO training program).

When an IES client in case-managed services is referred to and completes a training/education course or program that has **training** as the immediate outcome, such as Better Jobs Ontario or Literacy and Basic Skills:

- The client may be counted as a "client served" once any remaining pre-employment services are completed; and
- The client may be eligible for Performance Based Funding and included in the calculation of outcomes for the Performance Management Framework.

For more information, see **Section 17.0.**

Performance Based Payment Structure

Successful achievement of the Funded Outcome at each milestone is linked to a performance based payment, varying by client stream. If a client does not meet the Funded Outcome at a checkpoint, no payment is awarded for that specific follow-up. Payments are issued regardless of whether the monitoring start date was triggered by working at least 20 hours per week with a new employer.

Special Parameters for Performance Based Funding

The use of employer financial supports on a job placement incentive will impact the timing of Performance Based Funding payments. Service Providers will not receive eligible Performance Based Funding payments until after the client's employer no longer receives associated employer financial supports. The client must successfully achieve an unsubsidized Funded Outcome at a Performance Based Funding milestone after the placement period has ended.

When employer financial supports are used, the monitoring start date, recording of client status, and monitoring process for the client will continue as usual. When the client's employer stops receiving employer financial supports, any outcome payment(s) owing for the period will be issued only once an unsubsidized Funded Outcome is achieved at the next milestone checkpoint.

Monitoring for Performance Based Funding

1. **Monitoring Start Date** – Monitoring for Performance Based Funding begins when the client starts a job that aligns with their Funded Outcome.
2. **Recording Client Status** – Service Providers must update the client's employment or service status in CaMS when informed of any status change.
3. **Monitoring Process** – Service Providers must monitor clients through milestone checkpoints at 1, 3, 6, and 12 months after the monitoring start date. Direct contact between the Service Provider and the client is required at these checkpoints. The Ministry's Employment Status Questionnaire (see Appendix N) is issued at a minimum during these contacts to assess employment status, hours worked, wage, occupation, and client experience.
4. **Continuous Monitoring** – Monitoring cannot be paused and must continue uninterrupted until the final 12-month milestone checkpoint. Service Providers will deliver all necessary services to meet client needs during the monitoring period.

Required Documentation for Performance Based Funding

In addition to monitoring, the Service Provider must keep proof of the client's employment status, start date, and achieving the Funded Outcome at all monitoring checkpoints. The Performance Based Funding checkpoint periods start when the client begins working at least 20 hours per week.

Proof of the start date can include:

- An offer letter or email from the employer.
- An initial pay stub showing zero cumulative hours/pay.
- A pay stub indicating a change in hours to at least an average of 20 hours per week.

Proof of employment on the checkpoint date can include:

- An employment letter from the employer stating continuous employment and average weekly hours.
- A pay stub with the checkpoint date showing at least an average of 20 hours per week. Reasonable copies, like an emailed photo of a paystub, are acceptable, as long as they display the employer's name, client's name, payment date, pay period, and hours worked.

Through the Performance Based Funding monitoring process, the Service Provider will have an opportunity to resubmit additional proof of employment documentation for any rejected submissions.

An attestation may be requested from the service provider to support additional information to validate the proof of employment.

Attestations

In circumstances where the Service Provider has not received any employment documents, is unable to attain from the client proof of employment documents, or the documents do not contain sufficient details, a written attestation from the Service Provider that confirms the client’s employment will be considered by the SSM in lieu of the above requirements.

Attestation of the client's employment at a milestone checkpoint period may only be used when all options to obtain proof of employment mentioned above have been exhausted (i.e. in exceptional cases only).

An attestation of a client checkpoint must include:

- A rationale that explains the evidence that the Service Provider has in support of the accuracy of the attestation;
- A summary of the attempts to collect the employment letter or paystub; and
- Any other factors relevant to the attestation.

An attestation may be required for only some documentary requirements and should be supported with any evidence that is available. For example, an attestation may be required for proof of the start date, but the client has submitted pay stubs to provide evidence of employment at the milestone checkpoint periods.

The attestation must provide enough evidence for a reasonable person to conclude that the client has achieved the Funded Outcome at the milestone checkpoint period. The attestation must be signed by the lead Service Provider employment caseworker of the client's EAP, and if the attestation is made by a Service Provider, the SSM must review that the attestation complies with the minimum requirements noted above.

Additionally, an attestation may be requested of the Service Provider from the SSM to support additional information to validate proof of employment in cases where the Ministry may have rejected a submission.

An attestation of the client's employment checkpoint may only be used when all options to obtain proof of employment have been exhausted. **The Service Provider must report to the SSM all instances in which they are unable to obtain evidence of employment and receive pre-approval to submit an attestation. See Appendix O for a copy of the attestation form.**

Section 14.0

Employer Services

Service Providers are required to offer employer services, including job postings, employment-related financial supports, job placements, rapid response and labour adjustment services, and other services. This includes connecting clients to potential apprenticeship opportunities and connecting employers to potential apprentices. All employers supporting job placements must also comply with relevant legislation and insurance requirements.

The following describes the types of employer services:

- **Direct Service Provider Support** – Service Providers foster strategic relationships with employers to support Stream C client success. Service Providers will help change perceptions of Stream C clients, increase awareness of the supports clients need, assist in hiring clients from the network, monitor job postings for possible job carving, and administer placement and training incentives.
- **Co-Designed Recruitment Strategies** – Service Providers will work directly with employers with less HR experience to identify their needs/required work skills and co-design recruitment strategies accordingly.
- **Job Retention Support** – Should an employer experience high turnover, a Job Developer will help the employer identify challenges and develop strategies. Where appropriate, financial supports may be leveraged.
- **Job Development** – Job development is a critical part of the client's journey to ensure job access and support. Job development will identify employer needs to match suitable candidates. LRES will establish standards/best practices for engaging employers with the Job Developers Network. Job development support will be based on the client stream:
    - Stream A – Do not typically require this support and will receive job matching support.
    - Stream B – May need job development support.

- Stream C – Most likely need job development and placement support, financial placement support, job coaching, and job retention supports to maintain employment.

Service Providers will shift job development approaches to a focus on specific strategies for Stream C clients. Service Providers will support clients with employment barriers to achieve success in their employment goals.

Section 15.0

Resources and Information and Self-Directed Client Resources

Resources and Information/Self-Directed Client Resources are activities that individuals can access on their own as part of their job pathway, including, but not limited to: (1) information, resources and referrals on EO services and programs, local training and employment opportunities, community service supports, and occupational and training requirements to support job search; (2) information on career clarification and planning and providing the resources and tools for clients to make informed decisions related to education, training, and employment; (3) digital self-serve features integrated with broader network-wide digital solutions; (4) supplementary in-person services such as access to computers, Internet, telephone, and self-paced job search resources; or (5) access/tools for specialized populations.

Service Providers are expected to offer community resources that provide information on local training and employment opportunities, apprenticeships, community services and supports, literacy and basic skills services, labour market information including occupational and training requirements and resources to support independent or “unassisted” job search, career clarification and planning, and informed education, training, and employment decisions.

More specifically, Service Providers will offer:

- Job search guidance and support;
- Career assessment tools;
- Workshops and skills development courses;
- Computer, email, phone, and Internet access;
- Job boards;
- Networking resources;
- Employer matching services;
- Job fair information; and
- Community service information, including financial and stability supports, workshops, webinars, and information on EO programs.

In addition, Service Providers will offer:

- Resources and information for individuals interested in starting their own business.
- Workshops and information sessions on workplace safety and rights and responsibilities in the workplace (e.g. key components of the Ontario Health and Safety Act and Regulations).
- Access to mentoring and settlement resources and opportunities that will help newcomers achieve their employment goals.
- Access to services, resources, and employment opportunities in a way that meets the needs of clients with disabilities.

Section 16.0

Self-Employment

For case-managed clients who enter self-employment services provided by the Service Provider, the Funded Outcome is achieved when the self-employed client achieves a net business income equivalent to working at least 20 hours a week at the general minimum wage for four weeks.

Service Providers should develop an action plan even if the client's goal is self-employment. The Service Provider should continue to work with the client, and refer to appropriate services within the community if available.

Section 17.0

Ministry Retained Programs and Other Employment-Related Programs

Service Providers are also expected to monitor myEOIS, provincial and federal announcements, and SSM notifications to stay up to date with changes to programs and services. Clients should be guided to participate in programs that best meet their needs.

Collaboration with Ministry-Retained EO Programs

As part of Integrated Employment Services, EO Caseworkers are responsible for skills training referrals based on client need, choice, and appropriateness. Providers are expected to use other Ministry-retained EO programs to ensure that clients receive the support required through their journey to employment.

It is expected that these clients would be jointly served using an integrated case management approach acting in the best interest of the clients.

EO skills training programs WITH an immediate expected employment outcome include:

- Skills Advance Ontario (SAO)
- Ontario Bridge Training Program (OBTP)
- Canada-Ontario Job Grant (COJG)
- Apprenticeship Program

Clients that are referred to these programs **are** counted against the client served Key Performance Indicators and **are not** eligible for Performance Based Funding.

As these EO Skills Training Programs have an outcome of immediate employment, the appropriate training plan item should be added to the client's EAP and the EAP should be closed (indicating "*Referral to EO Training Program*" as the closure reason).

Other Pre-Employment Services plan items should be completed and or closed out accordingly before the EAP is closed. The "*Add an EAP Outcome*" screen should not be completed for the client.

Process for Referral:

1. Client is referred to training in relevant EO program (SAO, OBTP, COJG, or Apprenticeship).
2. Once acceptance into the program is confirmed, their EAP is closed with an early exit closure reason of "Referral to EO Training Program", triggering positive Key Performance Indicators (i.e., Client Served, Inclusion Group, if applicable, and Completion of Training/Education).
3. Once closed, no monitoring period is triggered and thus the client is not eligible for Performance Based Funding reporting.
4. The client successfully enters and completes training in relevant EO program.

EO skills training programs WITHOUT an immediate expected employment outcome include:

• Better Jobs Ontario
• Ontario Job Creation Partnerships Program (OJCP)
• Literacy and Basic Skills Program (LBS)

When a case-managed client is referred to one of these training programs, the Service Provider will keep their case open and continue to provide Integrated Employment Services support.

The appropriate plan item must be entered in CaMS and the EAP should be modified to "*Active - On Hold*" until the client completes the program and returns to the EO Service Provider for additional services.

When the client completes the training or education activity, the plan item is considered successful. The client is counted as a 'client served' once they complete the training program. Subsequently, they may be associated with Performance-Based Funding if the client completes training, finds employment, and meets all other PBF requirements.

There are cases, such as the Skills Development Fund, where the Ministry will not allow clients to be open in both programs. In cases where a referral to such programs is made, the Service Provider will close the client's EAP (indicating "Referral to EO Training Program" as the reason). However, it will not be counted as a successful outcome. In these cases, Service Providers must act in the client's best interest regardless of impact on their service delivery outcomes.
Service Providers should consult with their primary SSM contact with questions or concerns about other circumstances that may arise.

See **Appendix P** for list of additional programs.

Section 18.0

Performance Management, Monitoring, and Evaluation

Participating in all business planning, reporting, and evaluation activities as required by the SSM and active participation in Employment Service Provider Network meetings are critical requirements of Service Providers.

18.1 Performance Management

Accurate maintenance and reporting of evidence and data, in a manner specified by the SSM, is necessary to substantiate program KPIs and fund disbursement.

The purpose of performance measurement is to ensure accountability, transparency, and continuous improvement in government-funded services, ensuring that they effectively support individuals in finding and retaining meaningful employment. By measuring KPIs, Service Providers can refine their approaches, adapt interventions, and demonstrate the value and impact of their services.

Key Performance Indicators

The following KPIs will be tracked by the SSM for each Service Provider (ratings to reflect "Not meeting," "Meets," or "Exceeds"):

- Client volume
- Percentage of clients in each segment served (Stream A, B, C)
- Percentage of ODSP clients served
- Percentage of clients with disabilities (general population) served
- Percentage of Francophone clients served
- Percentage of Indigenous clients served
- Percentage of youth with higher support needs served
- Percentage of newcomer clients served
- Percentage of racialized clients served
- Client progress towards employment
- Completion of training/education
- Employment outcomes (at 3 and 12 months)
- Achievement of employment outcomes by segment/stream
- Client satisfaction with services (at EAP completion and 12 months)

Client Satisfaction

Client satisfaction will primarily be monitored through the completion of the Employment Status Questionnaire provided by the Ministry. Clients must be asked to provide a response to the following question (5-point Likert scale): *How satisfied are you with the service you received, from 1 being completely dissatisfied to 5 being completely satisfied?* An option of "Prefer not to answer" will be available should a client choose not to provide a rating. Additional client experience surveys may be conducted by the SSM, and Service Providers are expected to support or facilitate the administration of the surveys as required.

18.2 Monitoring and Evaluation

Additional data will be monitored by the SSM to identify opportunities for network improvements and training and development needs, which may include:

- Referral response rates;
- Intake completion times;
- Returned referral rates;
- Lost contact rates;
- Complaint issues received;
- Responsiveness to ICM requests;
- Use of employment-related financial supports;
- Employer experience feedback; and
- Other data that may be identified by the SSM.

Service Providers are obligated to participate in all monitoring activities as outlined in the Program Guidelines. Failure to comply may lead to reduced funding, non-payment of Performance Based Funds, non-payment of employment-related financial supports, performance management, or agreement termination.

Service Providers are also responsible for completing quarterly monitoring reports to report on targets and spending, quarterly activity reports to report on performance commitments, and quarterly complaint reports.

Service Providers will undergo a risk-based monitoring approach that includes the following:

- **Low-Risk Service Providers** demonstrate sufficient capacity to manage their Agreements. They will undergo monthly monitoring and reporting on KPIs and financial projections, an annual file audit, and an annual check-in with clients on service quality.

- **Medium-Risk Service Providers** demonstrate the capacity to manage their Agreements with some additional support. They will undergo biweekly monitoring and reporting and financial projections, twice-a-year file audits and check-ins with clients on service quality, and a monthly check-in on continuous improvement plan implementation.
- **High-Risk Service Providers** demonstrate limited capacity to manage their Agreements. They will undergo biweekly monitoring and reporting on KPIs, check-ins on continuous improvement plan implementation and financial projections, quarterly file audits, and quarterly check-ins with clients on service quality. Depending on the factors that have led to this rating, they may receive notice they are at risk of Agreement wind-down. This notice will provide specific details on that process.

Section 19.0

Communication Protocol

Following the Visual Identity and Communication Guidelines for EO Service Providers is an important compliance requirement for Service Providers. These may be amended from time to time at the sole discretion of the Province.

In all employment services publications, whether written, oral, or visual, Service Providers must:

1. Acknowledge the support of the Province in a way that is consistent with the EO Identity Standards and the SSM for the project;
2. Post a copy of the SSM Customer Service Charter visible in each location where employment services are rendered;
3. Ensure that any acknowledgement is in a form and manner as the SSM directs;
4. Indicate that the views expressed in any publication are the views of the Service Provider and do not necessarily reflect those of the SSM and the Province, and will include a statement that "The Government of Ontario and its agencies are in no way bound by any recommendations contained in this document;" and
5. Provide the SSM with an opportunity to review materials prior to publication.

The Service Provider should inform the SSM of any potentially contentious issues that may receive media coverage.

Section 20.0

Information Management Requirements

20.1 Case Management System

Service Providers are obligated to input all IES-related information into CaMS. In addition, Service Providers are expected to utilize their current CaMS to track client activity and progress until ESCases is implemented. It is essential to ensure that information in EOIS-CaMS remains accurate. The Service Provider must also restrict access to authorized staff only, meeting both SSM and Provincial requirements while maintaining privacy and security.

20.2 Information Management Requirements

The Service Provider is responsible for managing personal information to safeguard privacy and adhere to contractual obligations and applicable laws and is required to have clear protocols in place should any potential or actual breaches occur. Any potential or actual breaches must be immediately reported to the SSM. The Service Provider should ensure that the SSM can audit the Service Provider's information management in line with the terms of this approach.

Service Providers will manage personal information in accordance with all Applicable Laws, Privacy Laws, and contractual requirements, including the Agreement. At a minimum, Service Providers' information management records, systems, and procedures:

- Include full documentation verifying that the statistical and financial information entered into any Province information technology systems and other management systems meets the reporting and audit requirements of the Province;
- Support the prompt and accurate reimbursement to clients or employers, according to the terms and conditions of the training or placement agreement; and
- Meet the Province's reporting requirements under the Labour Market Transfer Agreement.

Section 21.0

Termination of Agreement and Transition or Wind-Down

Service Providers who are not performing will be provided with a notice of performance management. This notice will indicate that six months' notice of wind-down is being provided if corrective action is not taken. The SSM will ask the Service Provider to develop and submit a Continuous Improvement Plan to address the issue within 10 business days.

The SSM will review the Continuous Improvement Plan and establish a meeting with the Service Provider within five (5) business days to address the contents of the plan. The SSM will establish weekly monitoring meetings to monitor the implementation of the Continuous Improvement Plan and provide feedback during that process. The Continuous Improvement Plan will have SSM-approved times and KPIs to measure progress.

Upon success of the implementation of the Continuous Improvement Plan, the Service Provider will receive notice from the SSM indicating the successful remediation of the issue. Should a Service Provider need to enter a wind-down, the SSM will inform the Service Provider of the required steps.

If, pursuant to Termination on Notice, 90 days' notice is provided to the Service Provider, the Service Provider will initiate wind-down planning for the services it carries out under the Agreement.

Wind-down planning action items will include:

- Identification of activities that will cease on or before the Agreement's termination date;
- Ceasing client intake 90 days before the Agreement's termination date;
- Continuing to provide services to existing clients until the Agreement's termination date;

- Developing a referral plan for clients who are unlikely to find employment by the Agreement's termination date;
- Completing all client activity, including exits, by the Agreement's termination date;
- Making relevant and timely client referrals to Service Providers and community organizations that deliver similar services, where, due to program wind-down, the appropriate activity cannot be provided within the Agreement period;
- Notifying other EO Service Providers, employers, and other community organizations of the wind-down and all implications in advance of any activity cut-off dates; and
- Implementing a client follow-up strategy that includes:
  - For clients who have exited, no further follow-up will be required by the Service Provider beyond the Agreement's termination date; and
  - In order to capture the maximum number of client results possible, the Service Provider must refer out any clients that have not found employment by the Agreement's termination date.
- A human resource plan to ensure sufficient staff and resources are available throughout the Agreement period;
- Appropriate records transfer, in accordance with Applicable Law; and
- Any other wind-down considerations as identified by the Service Provider.

For wind-down referrals, the Service Provider will:

1. Identify clients who are unlikely to find employment by the Agreement's termination date and refer them out to an appropriate prior Service Provider to the end of the Agreement;
2. Identify Service Providers and/or community organizations that deliver similar services in the community affected by this wind-down;
3. Notify and consult with EO Service Providers and/or other community organizations regarding service closure and confirm that they have sufficient capacity to meet anticipated needs; and

4. Identify considerations regarding location/remoteness, including potential client impact.

If the Agreement terminates, the SSM may do any or all of the following:

- Request and review the Service Provider's wind-down plan (service continuity, client referral plan, records transfer, all clients migrated to provincial systems to ensure continuity of service for clients);
- Communicate with clients and affected parties (e.g. public inquiries, updating web-based resources);
- Recoup any unused and uncommitted funds; and
- Ensure follow-through of the Service Provider wind-down plan and assist with Service Provider wind-down activities.

Appendix A: Definitions

Accessible - Accessible means compliant with the Accessibility for Ontarians with Disabilities Act and regulations to ensure that a product or service can be used and enjoyed by people with disabilities.

Accessibility - Accessibility is a general term which is used to describe the degree of ease that something (for example, device, service and environment) can be used and enjoyed by persons with a disability. The term implies conscious planning, design and / or effort to ensure it is barrier-free to persons with a disability, and by extension, usable and practical for the general population as well.

Accountability Framework - An accountability framework encompasses the expectations of performance and financial accountability for ministry staff and the Service System Manager, as well as the tools and processes used to support evidencebased and defensible decision-making by ministry staff.

Allocation - Amount of funds available to a Service System Manager for a specified purpose, within a specified period.

Annual Planning and Insights Report - The SP Connect template used as part of the multi-year catchment planning process to enable discussions between the SSM and the ministry to facilitate the negotiation of agreement extensions or renewals by setting priorities and establishing funding and targets.

Case-managed Services - Case-managed Services are employment activities and services that involve one-onone assistance with an employment caseworker and the development of an individualized EAP with services to meet a client's employment goals.

Case Management - A collaborative and client-centred process supporting timely access to the right services and supports to help a client achieve their employment goals and monitoring their progress in achieving those goals. It may include identifying further needs and supporting access to community-based services that may affect client participation in employment services and maintaining employment, such as income support, family support, transportation and health care services. The intensity and duration of case management will vary depending on individual client needs, which may extend beyond a job placement to job retention supports and services. Case Management will support Indigenous clients to receive culturally-appropriate services.

Case Management System (CaMS) - CaMS is the electronic system used by social assistance delivery partners, Service System Managers and Service Providers (e.g., employment caseworker) to effectively support and manage client activity through data recording, tracking and reporting on the services and the outcomes of those services. It includes the integration of key details from the social assistance and IES systems relevant to employment planning, including client profiles, referral tracking, participation progress and outcomes.

Catchment Areas - For the employment services transformation, the province is divided into 15 Catchment Areas that align with Statistics Canada Economic Regions boundaries. Each SSM is responsible for the planning, design and delivery of inscope employment services in a defined Catchment Area.

Catchment Planning Cycle - The annual Catchment Planning Cycle typically begins with the release of the Annual Planning and Insights Report template through SP Connect and is finalized when allocations for the upcoming fiscal year have been set.

Client Segmentation - The Client Segmentation model assesses each client’s relative risk of long-term unemployment, assigning a stream based on each client’s unique characteristics. The streams are as follows:
Stream A: Rapid Employment (low risk of long-term unemployment) for clients who may be able to quickly obtain employment with services.
Stream B: Employability and Employment (medium risk of long-term unemployment) for clients who may need to focus on improving employability in addition to obtaining employment.
Stream C: Employability Focused (high risk of long-term unemployment) for clients who may need to focus primarily on improving employability prior to exploring employment opportunities.

Client Volume - Client Volume is the total number of clients in streams A, B and C that have an EAP started in a given fiscal year from April 1 to March 31. Client Volume Commitments are outlined in the IES Transfer Payment Agreement.

Client Served - Completion of pre-employment services mutually agreed to by the service provider and client in the EAP that will lead to employment. Note: SSMs are expected to provide clients with the services they need at any time (pre- and post-employment).

Common Assessment (CA) - A consistent approach and digital intake tool used by both the IES and Social Assistance systems to support caseworker identification of client life stabilization needs, strengths, barriers to employment and employment service needs. It also supports appropriate referrals/sequencing of services through service planning (also see Client Segmentation above).

Delivery Agent - Delivery Agent is a term used in the Ontario Works Act,1997 and its regulations to describe agents designated by the Minister to administer the Act and provide basic financial and employment assistance in a geographic area. Delivery Agents are mostly comprised of municipalities and First Nations.

Disability - Section 10 (1) of the Ontario Human Rights Code defines “Disability” as: • 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.

Employment Action Plan (EAP) - The Employment Action Plan (EAP) captures client employment goals, the implicated parties, integrated case management with social assistance or service coordination and referrals (for life stabilization/wraparound supports), the range and sequence of service activities, and client progress and outcomes based on their employment goals (recognizing they may vary and evolve depending on individual circumstances).

Employment-Related Financial Supports for Job Seekers and Employers - Funding available to job seekers and employers to support client employment outcomes. These supports are used to remove temporary barriers to participation in employment and training activities or starting/maintaining a job.

Francophone - Persons whose mother tongue is French, plus those whose mother tongue is neither French nor English, but who have a particular knowledge of French as an Official Language and use French at home, including many recent immigrants to Ontario.

Funded Outcome - The Funded Outcome is the outcome associated with Performance-based Funding payments for an individual client. The monitoring period is triggered by completion of pre-employment services or when a client starts a job at the Funded Outcome, whichever comes first.

- For a client in case-managed services who enters IES either unemployed or working less than 20 hours on average per week as indicated in the Common Assessment, the Funded Outcome is achieved when the client is working at least an average of 20 hours per week. Hours worked must be based on employment at the general minimum wage rate in Ontario or better and may include earnings from tips and commission.
- For a client in case-managed services who enters IES already employed and working 20 hours or more on average per week, as indicated in the Common Assessment, the Funded Outcome is when the client is working an average of 20 hours or more per week or more with a new employer. If an IES client successfully obtains a Funded Outcome but then loses their job, their Funded Outcome becomes that of the second scenario, i.e., clients who are already employed and working 20 hours or more per week.

Funding Model - A Funding Model is a framework for providing stable funding to enable and support organizations to achieve objectives.

Indigenous - “Indigenous” encompasses First Nation, Inuit and Métis groups and replaces the collective term “Aboriginal” except in legal or official contexts. “Aboriginal” is used in the Canadian Constitution (the Constitution Act, 1982) to refer to certain constitutionally protected rights and the people who hold those rights. The Constitution recognizes three groups of Aboriginal peoples – Indians (First Nation), Inuit and Métis. These are three separate peoples with unique heritages, languages, cultural practices and spiritual beliefs.

In-Service - In-Service refers to the completion of the Common Assessment and the creation of an EAP by the client and service provider. Generally, service ends when the client no longer requires pre-employment or retention services. Note that service provision is different from monitoring for PMF and funding model purposes (i.e., a client could stop participating in IES before, during or after the twelve-month monitoring period).

Integrated Employment Services (IES) - IES is intended to support the government's vision of building an employment services system that is locally responsive and community based, outcomes focused, client-centered and provides simplified and effective pathways to finding sustainable employment for individuals and businesses, based on their needs.
IES objective include:

- Clients find and keep good jobs;
- Diverse clientele get the right supports at the right time;
- Employers find the right workers with the
- right skills;
- Employment ready clients decrease reliance on social assistance; and
- A system that is sustainable, efficient, performance-based and accountable for results.

Integrated Employment Services Delivery Period - The beginning of the Integrated Employment Services Delivery Period (IESDP) is specified in the IES Transfer Payment Agreement and occurs when the transition period is complete. Full implementation includes the final step of integrating Ontario Works Employment Assistance into Employment Ontario. During this phase, Service System Managers assume full responsibility of the model, use of the CA tool is mandatory, the Performance Management Framework comes into effect and Performance-Based Funding begins. SSMs can make changes to their third-party Service Provider networks.

Job Placement - Paid job placement includes on-the-job training and/or work experience opportunities, up to 6 months in length, with the primary purpose of experiential learning, as formally agreed to by the SSM or service provider, employer and client as part of the EAP.

Job Stacking - Within each catchment area, up to 5% of clients at each milestone checkpoint period may now be recorded as achieving a Funded Outcome resulting from job stacking, i.e., having two or more jobs simultaneously to reach an average of 20 hours per week or more of employment.

Job Start - Job Start is the point at which a client begins paid employment. Job start is also the point at which the SSM can begin monitoring clients for Performance-based Funding if the Job Start meets the criteria for a Funded Outcome (although completion of pre-employment services can also trigger the monitoring checkpoint period).

Job Trials - Short duration work exposure opportunities for participants to test out potential jobs and for employers to evaluate the potential employee with little risk for either party. Job trials can be an important aspect of employability skills activity, as they can provide experiential learning opportunities that reflect the realities of the work a participant has expressed interest in. This feedback can be incorporated into the Employment Action Plan and inform future program activities. Job trails must be paid.

Key Performance Indicators (KPIs) - Key Performance Indicators are quantifiable measures used to evaluate the success of an initiative in meeting objectives for performance.

Life Stabilization - Supports for individuals in addressing personal, systemic and/or environmental barriers (e.g. addictions, chronic disease, homelessness). Life Stabilization focuses on moving individuals towards greater self-sufficiency and employment by addressing preparatory and/or urgent needs through referrals supports such as health, legal, crisis response, social supports, family support and other human services. These services and supports may precede or be provided concurrently with employment training activities, depending on an individual’s circumstances and capacities.

Long-term Unemployment - According to the Ontario Labour Market report at the time of CA design, Long-term Unemployment is defined as unemployed for twenty-seven (27) weeks or longer.

Ministry’s Data Sets - Ministry data sets are publicly available Employment Ontario and Social Assistance data sets to support Call for Proposal applications. Data sets, contextual documentation and technical dictionaries are available on the Employment Ontario Geo Hub.

Newcomers - For the purposes of IES, Newcomers are clients that have arrived in Canada within the last five years. International Students and Temporary Foreign Workers with a 900-series Social Insurance Number (SIN) are not included in the definition of "Newcomers" as they are not eligible for case-managed service components. This should be assessed at intake.

Ontario Bridge Training Program (OBTP) - The Ontario Bridge Training Program (OBTP) helps highly skilled internationally trained immigrants meet requirements for licensure and employment in regulated and non-regulated professions and trades, without duplicating their previous training and experience. By providing occupationspecific employment and training services, the OBTP assists, highly skilled immigrants to join the workforce quickly in jobs that match their skills, education and experiences.

Partnerships - Collaborative and ongoing relationships with stakeholders to plan, design and deliver employment services to achieve positive client employment outcomes and effective delivery networks. Based on local community needs, partnerships may be formal and/or informal, and may be established with organizations such as local community groups, Indigenous people, people with disabilities and other specialized groups, local Service Providers, social assistance delivery agents, labour market and sector planning boards and employers.

People with Disabilities - People with Disabilities have a wide range of abilities, skills and experience with varying needs that can be served through "mainstream" employment services as well as specialized services. They are defined under the Ontario Human Right's Code, represent a qualified and underused talent pool that can help businesses address talent needs as well as anticipated labour and skills shortages. For ODSP purposes, a person with a disability is defined under section 4 of the Ontario Disability Support Program Act,1997.

Performance-based Funding - Performance-based funding is intended to incent SSMs to support clients to achieve outcomes across a range of client needs. Funding is provided to SSMs based on a client reaching the funded outcome at one, three, six and twelve months after job start.

Performance Outcomes - Performance Outcomes refers to the explicit definition of desired performance outcomes by the ministry and how these outcomes will be measured to demonstrate results.

Pre-Employment Services - For the purposes of funding and administration, Pre-Employment Services are the suite of activities available to a client as part of their EAP that would precede or occur concurrently with obtaining employment. It encapsulates all employment services, including services leading to a potential job placement, but excluding services that may only be provided once a client is employed, such as retention services.

Provincial/Ministry Systems - Provincial/Ministry systems refers to any hardware, communications or other technology infrastructure and software used by the province in its operations.

Racialized - Persons, other than Indigenous (Aboriginal) peoples, who are non-Caucasian in race or non-white in colour.

Referral - Referrals are formalized planned, supported and co-ordinated arrangements to connect individuals to other organizations (community services, education and training institutions, other government resources, etc.). They support appropriate and timely connections on behalf of clients, including follow-up to determine progress or the outcome of referrals.

Service Providers (SPs) - Service Providers are subcontracted thirdparty organizations that have a funding arrangement with a Service System Manager to deliver one or more employment and training supports or services. They may be a municipality, college, non-profit or for-profit organization.

Service System Manager (SSM) - Service System Manager refers to a body that either delivers or creates funding arrangements with organizations to do local service planning, coordination and delivery of services and programs. May be a municipality, non-profit or for-profit organization or a consortium.

Services to Indigenous People - Employment and training services that are responsive to the challenges and strengths of Indigenous clients. This may include but is not limited to the provision of appropriate services in a culturally safe, aware, sensitive and equitable way that recognizes and respects the unique history and experiences of Indigenous people.

Social Assistance - Social Assistance refers to the provision of assistance to people in financial need. Social assistance can include financial support related to basic needs, shelter, health and other benefits and employment assistance. In Ontario, social assistance is provided through two programs: Ontario Works and the Ontario Disability Support Program.

Social Assistance Clients - Social Assistance clients refers to both Ontario Works (OW) and Ontario Disability Support Program (ODSP) recipients and their family members.

Social Assistance Delivery Partners - Social Assistance Delivery Partners refers to the delivery of Ontario Works, where the program is delivered by municipal or First Nation delivery partners. ODSP is delivered directly by the province through local Ministry of Children, Community and Social Services (MCCSS) offices.

Specialized Services - Services above and beyond core employment services for inclusion groups designated by the ministry. These services may require additional and / or specific competencies and capacity with respect to serving clients with high, unique or complex employment service needs, including specialized knowledge of cultural appropriateness. It may require additional service capacity for assistance with core services such as job search and job matching support and interdisciplinary / multi-sectoral interventions or expertise.

Youth with Higher Support Needs – In order to be defined as youth with higher support needs, a client must:

- be between the ages of 15 and 29;
- have been segmented into Stream B and
- C by the Common Assessment tool; and,
- meet the requirements for Client Served.

Appendix B: Dispute and Resolution Process

Service Commitment

Irrespective of whether individuals are job seekers, employers, community members, or members of the Employment Service Provider Network, LRES aims to ensure they all have a positive experience. A dedicated process is in place for individuals to file disputes or complaints if their expectations are not met. LRES assures that all disputes and complaints will be handled promptly, fairly, respectfully, and transparently. No job seeker, employer, community member, or Service Provider shall face penalties for filing a dispute or complaint.

Process for Job Seekers, Employers, and Community Members

Step 1: Individuals are advised to contact their respective Service Provider to discuss concerns. The Service Provider will:

- Acknowledge the complaint within two (2) business days.
- Collect all necessary information from the individual.
- Strive to resolve the concern within 30 days of the complaint being made.

Step 2: If dissatisfaction persists with the resolution provided, individuals are encouraged to contact the LRES team at lres@london.ca or 519-661-2525. The team will:

- Acknowledge the complaint within two (2) business days.
- Collect all necessary information from the individual.
- Aim to resolve the concern within 30 days of receiving the complaint.

Step 3: If individuals remain dissatisfied with the resolution, they may contact lres@london.ca or 519-661-2525 and ask for the Manager, Employment Services Operations. The Manager will:

- Acknowledge the complaint within two (2) business days.
- Collect all necessary information from the individual.
- Present the information to a committee of members not involved in the original decision.
- The committee will make a final decision within 30 days of receiving the complaint. This decision will be considered conclusive and will be communicated to the individual in writing.

Process for Service Providers

Step 1: Service Providers are instructed to contact their LRES EPC to discuss concerns. The EPC will:

- Acknowledge the complaint within two (2) business days.
- Collect all necessary information from the Service Provider.
- Strive to resolve the concern within 30 days of receiving the complaint.

Step 2: If dissatisfaction persists with the resolution provided, Service Providers are advised to contact lres@london.ca or 519-661-2525 and ask for the Manager, Employment Services Operations. The Manager will:

- Acknowledge the complaint within two (2) business days.
- Collect all necessary information from the Service Provider.
- Aim to resolve the concern within 30 days of receiving the complaint.

Step 3: If Service Providers remain unsatisfied with the resolution provided, they should contact Rosanna Wilcox, Interim Director, LRES at mailto:rwilcox@london.ca or 519-661-2489 ext. 6480 to have the complaint escalated to the LRES Executive Steering Committee.

This Committee will:

- Acknowledge the complaint within two (2) business days.
- Collect all necessary information from the Service Provider.

- Aim to resolve the concern within 60 days of receiving the complaint.

Step 4 (Mediation): If a satisfactory resolution is not achieved, the LRES Executive Steering Committee will initiate the mediation process with a mediator agreed upon within 15 business days by both parties. The goal is to achieve a resolution through supported mediation.

Ontario Ombudsman

The Ontario Ombudsman is an independent and impartial Officer of the Legislature who resolves complaints about the administrative processes and policies of government and public sector bodies. For complaints related to LRES processes and policies, please contact the Ontario Ombudsman at 1-800-263-1830.

Appendix C: Sources of Labour Market Information

Organization	Link
Workforce Planning Development Board	Elgin Middlesex Oxford Workforce Planning & Development Board (workforcedevelopment.ca)
Government of Canada Job Bank	Labour market information - Explore the market - Job Bank
Ontario Labour Market Information	Region (gov.on.ca)
Statistics Canada	Labour statistics (statcan.gc.ca)
London Economic Development Corporation	Employment Prospects Report - IT (1).pdf (ledc.com)
Smart Prosperity Institute	Smart Prosperity Institute | For a stronger, cleaner economy
Future Skills Centre	Home - Future Skills Centre • Centre des Compétences futures (fsc-ccf.ca)
Labour Market Information Council (LMIC)	Labour Market Information Council — LMIC-CIMT

Appendix D: Access to EO Programs for Individuals With 900 Series SIN Numbers

Subject: Access to Employment Ontario Programs for Individuals with 900-Series Social Insurance Numbers

Employment Ontario programs have a variety of eligibility and suitability requirements that determine an individual's ability to participate in a program. The ability to work in Canada legally is only one factor in determining an individual's ability to participate in Employment Ontario programs.

This memo provides policy clarification regarding access to Employment Ontario programs, including Integrated Employment Services programming, for 900-Series SIN holders. SINs that begin with a "9" are issued to individuals who require a SIN for employment purposes but are not Canadian Citizens or Permanent Residents.

The December 2022 update includes changes regarding full-time postsecondary International Student access to the Skills Development Fund.

Individuals awaiting Permanent Residence status

Individuals with a 900-series SIN and an open work permit who have received preliminary approval from the federal government and are waiting for their permanent residence status to be finalized are eligible to apply for the full range of Employment Ontario programs, depending on the program's eligibility and suitability requirements. These individuals include:

• Protected Persons, those determined by the Refugee Protection Division of the Immigration and Refugee Board to be either:
a. a Convention Refugee; or
b. a person in need of protection
• Those in Canada on a temporary work permit who have received a letter or document from Immigration, Refugees and Citizenship Canada confirming that they meet the eligibility requirements for permanent residence (i.e. approval in principle).

Refugee Claimants

Refugee claimants with a 900-series SIN and an open work permit are eligible to apply for the full range of Employment Ontario programs, depending on the program's eligibility and suitability requirements.

Visitors under Emergency Travel measures

Visitors under Emergency Travel measures enacted by the federal government, including the Canada-Ukraine Authorization for Emergency Travel (CUAET) measure, with a 900-series SIN and an open work permit are eligible to apply for the full range of Employment Ontario programs, depending on the program's eligibility and suitability requirements.

Visitors under Emergency Travel measures, such as CUAET, who do not have a 900-series SIN and an open work permit can access self-directed components of EO programs -- e.g. the Resource and Information component of Employment Service -- but cannot access assisted service components of EO programs.

Temporary Foreign Workers with an employer-specific work permit

Temporary foreign workers with a 900-series SIN and an employer-specific work permit, can access the Literacy and Basic Skills (LBS) program.

Temporary foreign workers with a 900-series SIN may access self-directed components of EO programs but cannot access assisted service components of EO programs.

International Students

Full-time postsecondary international students are eligible to apply for participation in approved Skills Development Fund projects.

International students with a 900-series SIN may also access self-directed components of EO programs but cannot access other assisted service components of EO programs.

International students who require career and employment assistance should connect with the career services supports at their educational facility.

Questions?

Service providers are encouraged to assist individuals with 900-series SIN in determining their eligibility for Employment Ontario programming based on the criteria above.

Alternatively, individuals with questions about eligibility for Employment Ontario programming may be directed to the Employment Ontario Contact Centre:
· Call toll- free: 1-800-387-5656
· TTY number: 1-866-533-6339
· Email: contactEO@ontario.ca

Appendix E: Skill Development – Ministry Delivered Programs

EAP – Referral Plan Item	Referral Eligible for Performance Based Funding (Yes/No)
Apprenticeship	No
Better Jobs Ontario Training	Yes
Feepayer Training	Yes
Ontario Job Creation Partnerships Training	Yes
Other Ministry Delivered or Funded Programs	Yes
SkillsAdvance Ontario	No

Appendix F: Other Skills Training

EAP – Referral Plan Item	Referral Eligible for Performance Based Funding (Yes/No)
Academic Upgrading (College Program)	Yes
Canada-Ontario Job Grant	No
English as a Second Language Training	Yes
French as a Second Language Training	Yes
Government Services – Federal	Yes
Government Services – Municipal	Yes
Literacy and Basic Skills	Yes
Micro-Credentials	Yes
Occupational Skills Training	Yes
Ontario Bridge Training Program	No
Post-Secondary Education	Yes
Secondary Education	Yes
Other (Comments Field Available)	Yes

Appendix G: Written NOCC Process

If a client requests the NOCC in writing, it must be made available to the client. Currently, there is no system functionality to print the joint NOCC for the client, however, the EO caseworker can conduct a print screen function as a temporary workaround.

Appendix H: EOIS-CaMS EAP Sub-Goals and Plan Items

EOIS-CaMS EAP Sub-Goals	EOIS-CaMS EAP Plan Items
Life Stabilization	• Basic needs - Crisis resolution • Basic needs - Housing • Basic needs - Financial support • Basic needs - Food security • Basic needs - Transportation • Basic skills - Self-efficacy • Health supports - Primary care and ongoing medical concerns • Health supports - Mental health and addictions • Community supports - Dependent care • Community supports - Cultural connections • Community supports - Cultural transition • Community supports - Justice and legal support • Community supports - Newcomer services
Employment Assistance Services	• Resource and information services – General • Resource and information services - Digital services • Client counselling • Employability skills training • Career exploration, planning, and management • Job search • Job matching and development • Volunteering • Employer - Job trials • Employer - Job placements • Employer coaching • Job coaching • Referral to external self-employment/entrepreneurship services • Provision of SSM in-service self-employment services

EOIS-CaMS EAP Sub-Goals	EOIS-CaMS EAP Plan Items
Skills Development - Ministry Delivered Programs	• Referral to Better Jobs Ontario Training • Referral to Apprenticeship • Referral to Feepayer Training • Referral to Ontario Job Creation Partnership Training • Referral to SkillsAdvance Ontario • Referral to Micro-Credentials • Referral to other Ministry delivered or funded programs
Skills Development - Other	• Referral to Literacy and Basic Skills • Referral to Canada-Ontario Job Grant • Referral to Ontario Bridge Training Program • Referral to post-secondary education • Referral to secondary education • Referral to government services - Federal • Referral to government services - Municipal • Referral to Occupational Skills training • Referral to French as a Second Language training • Referral to English as a Second Language training • Referral to Academic Upgrading
Jobseeker Financial Supports	• Job seeker - Accommodation needs - assistive devices and adaptive technology • Job seeker - Accommodation needs - job-specific communication skills training • Job seeker - Accommodation needs - on-the-job supports • Job seeker - Diagnostic assessment • Job seeker - Certification charges • Job seeker - Academic credential or professional accreditation assessment • Job seeker - Language skills assessment • Job seeker - Short-term skills training • Job seeker - Emergency/infrequent childcare

EOIS-CaMS EAP Sub-Goals	EOIS-CaMS EAP Plan Items
	• Job seeker - Employment-related transportation • Job seeker - Work clothing and/or grooming • Job seeker – Employment-related special equipment and supplies • Job seeker - Translation of international academic documents • Job seeker - Specialized hardware
Employer Financial Supports	• Employer - Job trials - with financial supports • Employer - Job placement - with financial supports • Employer - Job accommodation
Retention	• Retention support planning • Accessible workplace consultation for clients with a disability • Ongoing job coaching • On-the-job training • Mentoring • Job retention crisis response • Supporting changes in work activities and supervision • Employer retention coaching • Additional services to find another job • Custom basic plan item
Specialized Services	• Employment services for people with disabilities • Workplace consultation for clients with a disability (ies) • Employer job carving • Employer education and training • Culturally-appropriate employment services for Indigenous peoples • Employment services for Francophones • Employment services for youth with higher support needs • Employment services for newcomers • Custom basic plan item

Appendix I: Reasons for EAP Closure

EAP Closure Reason	When the Closure Reason Is Available
Client Ineligible	• Pre-employment phase • Monitoring phase • After 12-month outcome checkpoint completion
Client Deceased	• Pre-employment phase • Monitoring phase • After 12-month outcome checkpoint completion
Client Issue – Satisfactory Progress Not Achieved	• Pre-employment phase
Completion	• After 12-month outcome checkpoint completion
Opened in Error	• Pre-employment phase
Referral to EO Training Program	• Pre-employment phase • Monitoring phase • After 12-month outcome checkpoint completion
Voluntary Withdrawal – Personal Reasons	• Pre-employment phase • Monitoring phase • After 12-month outcome checkpoint completion
Voluntary Withdrawal – Moved Outside of Catchment	• Pre-employment phase • Monitoring phase • After 12-month outcome checkpoint completion
Voluntary Withdrawal – Moved Outside of Province	• Pre-employment phase • Monitoring phase • After 12-month outcome checkpoint completion
Voluntary Withdrawal – Client Dissatisfied With Service	• Pre-employment phase • Monitoring phase • After 12-month outcome checkpoint completion
Voluntary Withdrawal – No Longer Seeking Employment	• Pre-employment phase • Monitoring phase • After 12-month outcome checkpoint completion
Unable to Contact Client	• Pre-employment phase • Monitoring phase • After 12-month outcome checkpoint completion

Appendix K: Employer Site Visit Form

Employment Services

Employer Site Visit

Employer Name:	Contact Personnel: *(Name/Title)*
Site Address:	Contact Phone:
Area: *(Specific location/team/project)*	Contact Email:

Site visit conducted by: (Service Provider name)	Contact Personnel: (Name/Title)
Format of site visit: *(in person / virtual)*	Contact Phone:
Date: *(mm/dd/yyyy)*	Contact Email:

Service providers are expected to conduct at least one initial site visit per employer before any placement to confirm a suitable and safe work environment. Site visits prior to a placement is required in order to receive employer financial supports.

At minimum, the site visit must confirm the following policies are in place:

	Yes *Include last reviewed date*	No	Comments
Workplace Health & Safety Policy			
Workplace Violence and Harassment Policy			
Accessibility for Ontarians with Disability Policy			
Pay Equity Plan			
Electronic Monitoring of Employees			
Disconnecting from Work			

February 2024

Appendix L: Employer Registration Form

London Regional Employment Services

Employment Ontario
Employer Registration

Fields marked with an asterisk (*) are mandatory.

Staff can help you complete this form.

Service Provider Use Only

Employer Reference Number	Date of Registration* (yyyy-mm-dd)

Registered/Corporate Information

Registered/Legal Name*

Corporate Business Name (hereinafter referred to as the "Employer")*

Canada Revenue Agency/Business Number*	Total Number of Employees in Corporation (Registered Corporation)*	
Year Business Registered (YYYY)	Preferred Language*	Preferred Communication

Corporate Address

Unit Number*	Street Number*	Street Name*	PO Box
City/Town*		Province*	Postal Code*

Closest Intersection

Corporate Telephone Number*	Ext.	Corporate Fax Number	Ext.

Mailing Address (if different from Corporate Address) Address same as above

Unit Number*	Street Number*	Street Name*	PO Box
City/Town*		Province*	Postal Code*

Closest Intersection

Primary Corporate Contact Details

Last Name*	First Name*	Middle Initial
Title	Email Address	
Phone Number* Ext.	Fax Number Ext.	

Alternate Corporate Contact Details Not Applicable

Last Name	First Name	Middle Initial
Title	Email Address	
Phone Number* Ext.	Fax Number Ext.	

Page 1 of 2

Appendix M: Training Incentive Placement Agreement

London Regions Employment Services

Employment Service Training Incentive Placement Agreement

Note: Fields preceded by an asterisks (*) are mandatory data elements for reporting.

Trainee Name Last Name	First Name
Trainee ID (CaMs Client Reference Number)	Employer ID
Business Name (Employer)	Telephone Number
Employer Contact Last Name	Employer Contact First Name
Service Provider Name	Telephone Number
Service Provider Contact Last Name	Service Provider Contact First Name

Section 1 – Terms and Conditions of the Training Incentive Placement Agreement

Job Title		
Days of Work	Hours of Work	Rate of Pay of Employee ($) _________/hours for _____weeks
Pay Schedule		
Employer Reimbursement Schedule		
Total Placement Incentive Committed*		
Placement Agreement Effective Start and End Dates		
Effective Start Date (yyyy/mm/dd)	Effective End Date (yyyy/mm/dd)	

Section 2 – Responsibilities

2.1 The Employee will

a) perform the placement/employment duties described in the Training Plan attached hereto as Appendix A ("Training Plan");
b) endeavour to meet the training goals and training outcomes described in the Training Plan;
c) contact the Service Provider regarding any training related problems or concerns that arise during the term of the Agreement;
d) provide to the Service Provider evaluation information of the training provided by the Employer pursuant to the Agreement; and
e) provide the Employer with written notice of intention to terminate this Agreement, stating the effective date of termination, and the reason(s) for it.

2.2 The Employer will

a) provide the Employee with the training described in the Training Plan;
b) provide the Employee with the same employment terms, conditions and benefits provided to the Employer's other employees at the Employee's job level;
c) make all legally required employer and employee contributions and deductions in respect of the Employee including but not limited to CPP, EI, and provincial and federal income tax;
d) pay the Employee directly in the amount described in Section 1;
e) ensure the Employee receives adequate supervision, regular and continuing instruction, and sufficient opportunity to learn the job duties, including orientation training in workplace health and safety;
f) comply with all applicable employment related provincial and federal employment legislation;
g) maintain adequate employee coverage under the *Workplace Safety and Insurance Act* or alternative workplace safety insurance;
h) maintain adequate third party liability coverage;
i) keep accurate attendance records of the Employee, including days and hours worked;
j) inform the Service Provider immediately if the Employee is to be dismissed, or has quit, before the end of this Agreement;
k) provide evaluation information to the Employee and Service Provider regarding the Employee's progress in relation to the Training Plan;
l) ensure that no regular full-time or part-time employees are displaced in any way by the employment of the Employee;
m) not be receiving government funding from any other sources for this training placement;
n) not hire his/her spouse, sibling or child as an Employee under this Agreement;
o) comply with applicable ES Guidelines as per the advice and guidance provided by the Service Provider; and
p) inform the Service Provider immediately of any accident or injury to the trainee while on the job, and submit all documentation required by the *Workplace Safety and Insurance Act*/Workplace Safety and Insurance Board (WSIB) or alternative workplace safety insurance company;
q) submit all documents to the service provider within one month of the placement ending to be eligible for placement funding reimbursement.

Page 1 of 4

Appendix N: Employment Status Questionnaire

Employment Status Outcome Questionnaire

The Employment Status Outcome Questionnaire is a series of questions that will be used to determine a client's employment status, while ensuring that each category is mutually exclusive. The questions are intended to be used across Employment Ontario programs as a response to a 2016 Ontario Auditor General report calling for consistency in data collection. Outcomes include categories such as 'employed', 'unemployed', 'in training/education', 'both employed and in training/education' and 'not in the labour force'. These standard outcome questions are followed by supplementary questions to collect additional information about the client's employment status in order to understand the quality of employment gained (such as full-time, part-time, seasonal, salary, number of weeks worked etc.). This requires the development of a skip logic to ensure that Employment Ontario clients are only asked questions that are suitable to their outcomes. The questions are given in the table below. **Question**	**Answer options/ skip pattern**
1. Are you currently working at a job or business?	• Yes Go to #2 (If yes, status defined as "Employed") • No Go to #12
2. Are you currently working as an employee, self-employed or both?	• Employee Go to #3 • Self-employed Go to #3 • Both Go to #3
3. How many jobs do you currently have?	• Numeric value Go to #4
4. If value for Q.3 is 1- How would you describe the work you do, i.e. your job title?	• NOC code Go to #5

If value for Q.3 is >1- How would you describe the work you do, i.e. your job title in your primary job?	
5. If value for Q.3 is 1- How would you describe the sector you work in?	• NAICS code Go to #6

If value for Q.3 is >1- How would you describe the sector you work in your primary job?	
Question	**Answer options/ skip pattern**
Prompt for interviewer: If value for Q.3 is >1, complete response to Q.6 through Q.9 for primary job, then come back to Q.6 and complete response through Q.9 for the second job. Repeat process for each additional job.	
6. How would you best describe the nature of your job? *Prompt for interviewer:* - Read the categories to respondent.	• Permanent Job Go to #7 • Seasonal Job Go to #7 • Temporary, term or contract job (non-seasonal) Go to #7 • Casual Job Go to #7 • Other (Specify) Go to #7
7. Excluding overtime, on average, how many paid hours do you usually work per week? *Prompt for interviewer:* - some clients might be able to calculate hours on a monthly basis, need to then translate into weekly hours of work.	• # of hours worked Go to #8 • Not sure Go to #8 Part-time or full-time employment status can be determined based on answer.
8. What is your hourly wage [including tips and commissions], before taxes and other deductions? *Prompt for interviewer:* - Some clients may want to provide wage information in weekly/monthly/yearly format. Interviewer to capture that and convert into hourly wage for consistency purposes.	• Hourly wage information Go to #9 • Prefer not to say* Go to #9 ** Prompt for interviewer:* If client is not willing to provide income information, offer them the option of providing an income range by using the categories below. Read categories to respondent: • Less than $14.25

If more than $14.25, read the following categories to respondent (*please, stop me when I have read the category that applies to you*): • $14.25- less than $20 • $20- less than $25 • $25- less than $30 • $30- less than $35 • $35- less than $40 $40 and over	
Question	**Answer options/ skip pattern**
9. Are you looking to change your current employment in foreseeable future?	• Yes Go to #10 • No Go to #10 • Not sure Go to #10 Transient nature of current employment can be determined based on answer.
10. When is the last time you were unemployed?	Date (e.g., # of weeks, months or specific date) Go to #11 Duration of employment will be calculated based on answer.
11. How many times have you changed employment since you were last unemployed?	• Numeric Value – Go to #12 Sustainability of employment can be identified based on answer.
12. Are you currently attending a school, college, university, apprenticeship or other training program? *Prompt for interviewer*: - Mark responses referring to start dates in near future as Yes. For example, if data collection is happening during summer-time and client intends to start schooling in fall.	Yes Go to #13 • No (if #1 = Yes, then go to #16; if #1 = No, then go to #15)

Question	Answer options/ skip pattern
13. How would you best describe the education or training you are attending? *Prompt for interviewer:* - Read the categories to respondent.	• Attending a school (elementary, high school or equivalent) Go to #14 • Registered in an apprenticeship program Go to #14 • Attending a college Go to #14 • Attending a university Go to #14 • In other training or skills development program Go to #14 • Other (specify) Go to #14
14. Are you enrolled as a full-time or part-time student?	• Full-time (If #1=No, status defined as “Not in Labour Force,” but Go to #15 for further analysis. If #1=Yes, then Go to #16) • Part-time (If #1=No then Go to #15, if #1=Yes then Go to #16) Instances of simultaneous employment and study can be determined based on answer (i.e., employed full-time and student full-time, employed part-time and student full-time, employed full-time and student part-time, employed part-time and student part-time).
15. Which of the categories best describes your current employment situation? *Prompt for interviewer:* - Read the categories to respondent.	• Employed but currently on a leave (e.g., vacation, maternity leave, seasonal layoff but expecting to return, etc.) (If yes, status defined as “Employed”) • Not employed and looking for work (If yes, status defined as “unemployed”) • Not employed with an employment offer (If yes, status defined as “unemployed”) • Not employed and not looking for work (If yes, status defined as “Not in Labour Force” i.e., NILF) • Not employed and unable to work (If yes, status defined as “NILF”) • Not sure • Prefer not to say
Prompt for interviewer: Read the categories to respondent and ask to choose a category for each question.	Please answer questions #16-20 by thinking about your experience with the services you received.
16. You got the kind of services you think you needed.	• Strongly Disagree • Somewhat Disagree • Neither Agree nor Disagree

• Somewhat Agree • Strongly Agree	
Question	**Answer options/ skip pattern**
17. The services you received were the right approach for helping you.	• Strongly Disagree • Somewhat Disagree • Neither Agree nor Disagree • Somewhat Agree • Strongly Agree
18. If you were to seek help again, you would seek it from us.	• Strongly Disagree • Somewhat Disagree • Neither Agree nor Disagree • Somewhat Agree • Strongly Agree
19. You are likely to recommend the program to someone looking for similar services as those you received.	• Strongly Disagree • Somewhat Disagree • Neither Agree nor Disagree • Somewhat Agree • Strongly Agree
20. You did not need to seek additional employment or training related services on your own.	• Strongly Disagree • Somewhat Disagree • Neither Agree nor Disagree • Somewhat Agree • Strongly Agree

Appendix O: Attestation Form

London Regional Employment Services

This attestation in accordance with the LRES integrated Employment Servies Program guidelines is intended to document and confirm a client's employment and details thereof.

I, EO Office Employee Name on behalf of Service Provider am submitting this attestation as proof of employment for Clients Full Name.

We as the Service Provider have Summary or attempts to collect the employment letter or pay stubs.

We can confirm Clients Name is employed at Place of Employment by a rational that explains the evidence that the Service Provider has in support of the accuracy of the attestation.

In addition, Any other factors relevant to the attestation.

I, Lead Service Provider Employment Casework of Clients EAP hereby attest that all above information is correct and we have exhausted all other options of confirming employment.

Signature: ________________________ Date: _______________

Service Provider Manager Name Printed: _____________________

Signature ____________________ Date: _______________

LRES Employment Program Coordinator : ______________________

Signature _______________ Date: ___________________________

Canada EMPLOYMENT ONTARIO Ontario

This Employment Ontario project is funded in part by the Government of Canada and the Government of Ontario.

Appendix P: Government of Ontario Programs

Ministry Retained Programs	Program Information	Link to Program
Better Jobs Ontario (BJO)	Better Jobs Ontario provides eligible applicants with: • skills training for in-demand jobs • financial support	Better Jobs Ontario | ontario.ca
Apprenticeship	An apprentice will learn a skilled trade on the job, work with and learn from experienced workers, and get paid while doing it.	Start an apprenticeship | ontario.ca
Literacy and Basic Skills (LBS)	For adults 18 years or older looking to develop their reading, writing, math, computer and other skills to get further education, apprenticeship training and employment.	Adult learning: Literacy and basic skills | ontario.ca
Canada-Ontario Job Grant (COJG)	Canada-Ontario Job Grant (COJG) provides opportunities for employers to invest in their workforce, with help from the government. • Employers can get up to $10,000 in government support per person for training costs.	Canada-Ontario Job Grant (gov.on.ca)

Other Ministry Programs	Program information	Link to Program
Ontario Bridge Training Program	For skilled immigrants and refugees looking to continue their career in Canada.	[Adult learning: Ontario Bridge Training Program | ontario.ca]
Academic career entrance (ACE)	For adults who want to upgrade their skills and knowledge to meet admission requirements for Ontario college programs or for registration as an apprentice in Ontario.	[Adult learning: Academic career entrance | ontario.ca]
General Education Development (GED) certificate	For adults who need to take the GED test as proof of high school level knowledge.	[Adult learning: General Education Development (GED) certificate | ontario.ca]
Global Experience Ontario (GEO)	An information and referral service that helps internationally trained individuals learn how to become licensed or certified to work in a regulated profession or a skilled trade	[Global Experience Ontario (GEO) (gov.on.ca)]
Supported Employment	Supported Employment is based on an evidence-based model that provides employment services to people with disabilities who want more intensive support services	[Supported Employment (gov.on.ca)]