



**EMPLOYMENT ONTARIO  
EMPLOYMENT SERVICE**

**2012-2013 Business Plan  
Service Provider Guidelines**

**Ministry of Training, Colleges, and Universities**

# Contents

## Section 1: Introduction

- a) Purpose
- b) 2012-2013 ES Core Measures, Service Quality Standard (SQS) and Indicators
- c) Changes Being Introduced in the 2012-2013 ES Business Plan
  - Corrected Service Coordination Calculation Contributing to SQS
  - New Continuous Improvement Requirement

## Section 2: Business Plan Submission, Acceptance and Approval

- d) Deadline and Required Templates
- e) Business Plan Acceptance and Funding Approval Criteria

## Section 3: Resources and Data Sources

### ***Section 1: Introduction***

#### ***a) Purpose***

The purpose of the Employment Ontario Employment Service (ES) business planning process is for ES service providers to plan how they will achieve the service quality standard and continuous improvement targets, in agreement with the Ministry, within budget, and within an annual business management cycle that ends on March 31 of each year.

The annual business planning process enables the ongoing effective management and success of ES service delivery by enabling service providers to understand the results they have achieved to date at their service delivery site(s), to understand the cause of their achieved results, to develop strategies for improvements and to adjust those strategies on an ongoing basis.

The 2012-2013 ES Business Plan outlines the targets your organization has set against the interim Service Quality Standard, and once completed, will inform the responsibilities and targets in the Schedule B of your ES legal agreement. As such, the targets identified in your Business Plan will be monitored through monthly reports generated by the Employment Ontario Information System: Case Management System (EOIS-CaMS), your Quarterly Status and Adjustment Report (QSAR) submissions, as well as discussions with your Employment and Training Consultant (ETC).

#### ***b) 2012-2013 ES Core Measures, Service Quality Standard (SQS) and Indicators***

One of the characteristics of effective performance management systems is using real and verifiable data on actual performance to set baseline performance standards. Performance commitments listed in the service delivery site's (SDS's) annual business

plan must meet (or exceed) the provincial service quality standard (baseline), and commit to improvement in an organization's actual results.

The Ministry will adjust baseline standards to reflect changes to system-wide performance and confirm any new performance baselines for the following year as part of the annual business planning cycle. These baseline standards will be reviewed on an annual basis but will not necessarily be adjusted annually. Performance measure definitions and data indicators may also change as real data becomes available for analysis and discussion with service providers, and as our knowledge and understanding grows.

Based on service delivery site performance during the first 20 months of ES delivery, **the Ministry has determined that there will be no changes to the ES core measures or Service Quality Standard for 2012-2013.** Please see below the summary chart that identifies the weighting, standards and calculations contributing to the 2012-2013 Service Quality Standard:

DIMENSION	CORE MEASURE	MINIMUM PROVINCIAL SERVICE QUALITY STANDARD (SQS)	WEIGHT	SQS VALUE	MAXIMUM VALUE
<b>Customer Service (40%)</b>	1. Customer Satisfaction (client/participant/employer)	85%	15%	1.28	1.50
	2. Service Coordination	30%	25%	0.75	2.50
<b>Effectiveness (50%)</b>	3. Service Impact - Employed/Career Path	69%	25%	1.73	2.50
	- Training/Education	10%	10%	0.10	1.00
	4. Participant Suitability - Participant Profile	25%	15%	0.38	1.50
<b>Efficiency (10%)</b>	5. Funded Intake and Activity - Intake in assisted services	90%	5%	0.45	0.50
	- Workshop Activities / Information Sessions	90%	5%	0.45	0.50
<b>Service Quality Standard</b>				<b>5.14</b>	<b>10.00</b>

The Service Quality Standard is based on a maximum value of 10. To calculate the service quality value, each interim core measure standard is multiplied by its weight. The SQS values are then added to result in a minimum service quality target and a maximum service quality value. Core measures cannot achieve a value higher than the maximum value assigned to it.

***Further information about Service Quality Dimensions of Success, Performance Core Measures, and Service Quality Targets and Standards (including how they are derived and calculated) is available in Section 2.5 and 3.7, and Appendix 1 of the Employment Service: Service Provider Guidelines.***

**Details on how each core measure is derived can be found in the “ES Service Quality Measures and Indicators 2010-12” document located on the Employment Ontario Partner’s Gateway web site at:**

[http://www.tcu.gov.on.ca/eng/eopg/publications/20110622\\_performance\\_indicators\\_definitions.pdf](http://www.tcu.gov.on.ca/eng/eopg/publications/20110622_performance_indicators_definitions.pdf)

### **c) Changes Being Introduced in the 2012-2013 ES Business Plan**

Through the 2012-2013 business planning process, the Ministry is introducing two changes from the previous 2010-2012 business process cycle:

- a clarification/correction in the calculation of the Service Coordination core measure
- the requirement that each service delivery site integrate continuous improvement their ES delivery

### **Corrected Service Coordination Calculation Contributing to SQS**

Service Coordination is the measure of how the service provider’s coordination, integration and supported access to, and from, other services are effectively incorporated into a client’s Employment Service Plan. Service Coordination is meant to measure the *percentage* of clients in the assisted Employment Service who experience effective, supported referrals into, during, or at exit from the Employment Service.

The Ministry has recently determined that for the 2010-12 reporting period the Service Coordination calculation used for ES performance reports was incorrect, in that the calculation did not measure the percentage of clients accessing service coordination; rather, the reports were calculating the ratio of indicators per client. For example:

An assisted ES client may have been formally referred in to the Employment Service from the Ministry of Citizenship and Immigration. While receiving assisted ES services, the client may also have been referred out to a pre-apprenticeship program (i.e. Referred Out – Training), referred out to high school (Referred Out – Education/Training to Complete High School), as well as being referred out to Ontario Works.

In the performance reporting calculation in place for 2010-2012, the sum total of referred in or referred out Service Coordination indicators for assisted service plans has been divided by the number of assisted service clients. As per the above example, the total of four Service Coordination indicators would have been divided by the single client, producing a Service Coordination result of 400%.

The proper calculation which will come into effect for 2012-2013 performance reporting is for the unique number of service plans that have one or more service coordination indicators to be divided by the total number of exits for the same reporting period. As

per the example above, the correct Service Coordination result would be based on one service plan (with the four indicators), divided by the one exited service plan, producing a Service Coordination result of 100%

Regardless of whether the assisted service participant had one or multiple service coordination indicators they would be counted *only once* per closed service plan. If the assisted client participant had multiple ES service plans within the reporting period they could be counted multiple times but only once per ES service plan.

As a result of this error – and in order to allow service delivery sites the opportunity to review Service Coordination performance data which is correctly calculated – ***the Ministry has determined that the core measure standard for Service Coordination for all sites in 2012-2013 will be 30%.*** Service Coordination will not be one of the measures against which sites can increase their commitment level until such time as corrected performance data has been collected through 2012-2013.

## New Continuous Improvement Requirement

Continuous improvement provides a way to integrate the use of performance measurement and planning for the purpose of service delivery improvement into the fabric of an organization's infrastructure. It does so in a clear and consistent manner where even the best service delivery sites continue to improve.

Continuous improvement systems require that service delivery site (SDS) managers use information to identify weaknesses and strengths. Service delivery sites must be able to compare their performance over time, as well as how they fare against other SDSs.

Starting with this year's business plan submission, each site will be asked to identify one area of strength and two areas for improvement in their service delivery, through the annual business planning process. As the ES Performance Management System relies upon a service provider's ability to plan, measure, resource and communicate to support service improvement, each site will now be required to identify which of these organizational capacity areas have supported their site in the achievement of outcomes, in order to better understand results and causes of their achievement.

The Ministry will require each service delivery site to identify continuous improvement targets, depending on results to date (as of October 31, 2011) in meeting the overall Service Quality Standard and the five core measure standards, through one of three continuous improvement "results scenarios":

### RESULTS SCENARIO A – Meeting Interim SQT (5.14) and all Core Measure Targets (2011-2012) as of October 31, 2011

If the site **was at or above** the 2011-2012 interim Service Quality Target (SQT) **and was at or above** all interim core measure targets; the site must commit to:

- ✓ an improved Service Quality Standard (SQS) result by improving performance on *any two* of the 2012-2013 core measure standards

### RESULTS SCENARIO B – Meeting Interim SQT (5.14) but not all Core Measure Targets (2011-2012) as of October 31, 2011

If the site **was at or above** the 2011-2012 interim Service Quality Target (SQT) **but was not at one or more** of the core measure targets; the site must commit to:

- ✓ maintaining the overall Service Quality Standard, **AND**
- ✓ an improved result on **at least one of the 2012-2013 core measure standards** that is below the provincial standard **AND**
- ✓ ensuring that **any 2011-2012 core measures** currently (as of October 31, 2011) at or above standard **do not fall below the provincial standard in 2012-2013**

## RESULTS SCENARIO C – Not Meeting Interim SQT (5.14) as of October 31, 2011

If the site **was below** the 2011-2012 interim Service Quality Target (SQT); the site must commit to:

- ✓ achieving the overall Service Quality Standard\* for 2012-2013

\* It is important to note that it is possible to meet the overall Service Quality Standard without necessarily meeting the standard for each ES core measure, based on the weightings for each core measure. In some situations, sites may exceed a core measure standard, which raises their overall SQS value, while still have some measures which are not at standard.

To assist SDSs in determining which results scenario should be used to support the setting of continuous improvement targets in 2012-2013, the Ministry has included a Reviewing Results and Developing the Plan Worksheet. Use of this worksheet is optional by the SDS and it does not need to be included in the business plan submission. If SDSs do include the Worksheet as supplemental documentation in their business plan submission, the Ministry will neither evaluate nor approve the Worksheet.

SDSs are required to identify their continuous improvement targets on Template 2: Understanding Results and Causes and 2012-2013 Improvement Strategies.

## **Section 2: Business Plan Submission, Acceptance and Approval**

### **d) Deadline and Required Templates**

**Your service delivery site must email the three required templates to the centralized email address for your region no later than 5:00 p.m. on Friday, December 16, 2011.** Note: Failure to submit your 2012-2013 business plan submission by the due date may affect the date of release of funds for 2012-2013.

**Please note that submission of this business plan package replaces the Q3 QSAR reporting requirements.**

The 2012-2013 ES Business Plan consists of **three templates that you will be required to complete for each service delivery site.**

- **Template 1 – Service Delivery Site Information** – allows the Ministry to systematically and efficiently gather any changes in service provider information (e.g. legal name, corporate and service delivery site contacts), as well as obtain a snapshot of service delivery and service coordination considerations for the site. Please complete a separate Service Delivery Site Information template for each funded service delivery site.
- **Template 2 – Service Delivery Plan** – outlines your service delivery site’s area of strength and the two areas identified for improvement in 2012-2013 in order to meet the ES Service Quality Standard as outlined in the “2012-2013 ES Core Measures, Service Quality Standard and Indicators” section of this guideline and detailed in Sections 2.5, 3.7, and Appendix 1 of the Employment Service: Service Provider Guidelines. Please complete a separate Service Delivery Plan template for each funded service delivery site.
  - The Service Delivery Plan has two areas:
    1. **Understanding Results and Causes:** this section allows your site to analyze progress to date in three core measure areas (one strength, two weakness), as a way of informing your future commitments and plans. This section enables your site to identify/attribute a causal relationship between your service delivery strategies and organizational capacity in order to achieve results, in the areas of planning, measuring, resourcing and communicating, as outlined in Section 2.4 of the Employment Service: Service Provider Guidelines. While this section of the template is not subject to Ministry evaluation or approval, it does provide information that helps us understand the rationale behind the proposed targets in the 2012-2013 Improvement Strategies section.

2. **2012-2013 Improvement Strategies:** in this section your site will identify the one strength on which you plan to build, and two areas that your organization plans to develop and focus on in 2012-2013. Within each of these areas, your site will identify in-year target milestones against which you may measure your progress and evaluate the strategies and actions you are taking to meet your development goals. Your Q4 milestone will be the commitment which is included in the Schedule B of your legal agreement with the Ministry. Throughout the 2012-13, fiscal year, your site will be required to review, analyze and report your progress against these quarterly milestones, commitments and strategies in your Quarterly Status and Adjustment Report (QSAR) submissions.

- **Template 3 – Schedule B Commitments** – identifies the targets that your site is making against each of the core measure standards, including the Funded Activity and Intake measures, and the overall Service Quality Standard. Please complete a separate Schedule B Commitments template for each funded service delivery site.

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**Please see the Submission Instructions at the top of page 1 of the fillable PDF file, “ES Business Plan Templates”, for detailed instructions on electronically submitting your business plan.**

## ***e) Business Plan Acceptance and Funding Approval Criteria***

This section clarifies which components of the Business Plan Submission Package are approved by MTCU, and the criteria and standards for approval.

### **Ministry Responsibilities:**

The Business Plan submission will be accepted for review when all required data is completed and emailed to the Ministry by the submission deadline.

In making decisions about continued funding and agreement renewals, the Ministry uses the ES Funding Decision Matrix, as outlined in section 2.6 of the ES Service Provider Guidelines. Four main criteria affect Ministry decisions:

- ✓ compliance with the Ministry’s legal agreement and service guidelines, as evidenced through the Ministry’s monitoring activities;
- ✓ achievement of the provincial Service Quality Standard;
- ✓ evidence of organizational capacity; and,
- ✓ achievement of continuous improvement targets

While the continuous improvement targets your service delivery site submits through Template 2 provides the Ministry with context for the decisions and commitments your site has made for your legal agreement, these sections of the Business Plan are not

subject to evaluation or approval by Ministry. In other words, the Ministry does not approve the targets which you had identified; however, it is important to note that MTCU will not approve continued funding for your site unless a commitment to the achievement of the Service Quality Standard, as well as continuous improvement targets, are articulated in your 2012-2013 ES business plan.

**In order for the Ministry to approve funding for your service delivery site in 2012-2013, your Schedule B Commitments must:**

- demonstrate continuous improvement
- achieve the provincial Service Quality Standard

As was the case with the 2010-2012 ES agreement, the Ministry will provide your site with a notional budget allocation in the following funding categories to support your site's business planning process:

- Operating Funds
- Placement Incentives for Employers
- Employment and Training Supports for Individuals

In future annual business planning cycles, the funding your site receives within the ES service unit intake ranges – and as a result, your site's corresponding operating funding allocation – may be linked to a number of variables, which, along with your performance commitments, will inform the funding decision. Variables include:

- Client base
- Location
- Labour market environment
- Results
- Economies of scale

The Ministry is responsible for the determination of the level of service (i.e. service unit allocations) which may be required in each community, according to the Ministry's community service plan for ES delivery. For 2012-2013 service unit allocations will remain the same; however, in future years the Ministry may begin to make adjustments, as further information regarding the need for ES in communities is collected and reported through EOIS-CaMS.

The Ministry and your organization will work together to address the employment needs of the community and to ensure continuous improvement of ES by reviewing results against your site's business plan commitments.

### **Service Provider Responsibilities:**

The business plan addresses your organization's commitment to service levels at your service delivery site, as well as your site's achievement of the Service Quality Standard and continuous improvement targets, within budget.

Your organization will be held accountable for the outcomes you have submitted on Template 3: Schedule B Commitments as part of the Employment Service Performance Management System (Section 2.4 of the Employment Service: Service Provider Guidelines). Your organization is responsible for the service delivery plan through which you will achieve those targets and outcomes.

The Ministry is committed to supporting your organization in developing your plans.

## **Section 3: Resources and Data Sources**

A number of resources and data sources are available to support the development of your site's 2012-2013 ES business plan, including:

- Employment Service – Service Provider Guidelines
- ES Service Quality Measures and Indicators 2010-12, located on the EOPG at: [http://www.tcu.gov.on.ca/eng/eopg/publications/20110622\\_performance\\_indicators\\_definitions.pdf](http://www.tcu.gov.on.ca/eng/eopg/publications/20110622_performance_indicators_definitions.pdf)
- Performance reports available via the EOIS-CaMS external reporting portal:
  - 2011-2012 October ES Detailed Service Quality (#11) or ES Service Quality (#10) reports and other associated reports
  - 2010-2011 March (year-end) and 2011-2012 ES Detailed Service Quality (#11) or ES Service Quality (#10) reports and other associated reports