



Youth Job Connection Program Improvements

Information Session
January 2018

Employment and Training Division
Ministry of Advanced Education and Skills Development

Purpose

- Provide an overview of the Youth Job Connection (YJC) and Youth Job Connection Summer (YJCS) program improvements
- Review specific guidelines revisions
- Outline next steps for putting the revised YJC program guidelines into practice and providing training to service providers.

Background

- Throughout 2017, the Ministry conducted consultations with various key stakeholders, including service providers, through focus groups, interviews, and meetings about the design and delivery of the YJC Program.
- Through these engagements, a number of changes were identified.
- These changes are intended to help improve the experiences of clients, employers, and service providers.
- The Ministry will continue to engage with service delivery partners to assess the impact of the program improvement and the effectiveness of the program.

Recommendation #1: Rebalance YJC Funding

Stakeholder Input:

The current split between operating and flow-through funding (i.e. funding for direct employer and individual financial supports) is not sufficient funding to deliver the intense counselling, mentoring and job coaching services required.

Recommendation – Increase operating by 50% by rebalancing operating / flow-through

Cost	Current Funding Formula	Actual Expenditure Oct 2015 - Mar 2017	Proposed Funding Formula
Flow-Through Funds	\$4,600	\$2,200	\$3,600
Operating Funds	\$2,000	\$2,000	\$3,000
Total	\$6,600	\$4,200	\$6,600

Recommendation #1: Rebalance YJC Funding

Intended Impacts:

- The increase in operating dollars will support service providers in delivery of the full range and intensity of services that are part of YJC design (e.g., provision of one-on-one support, such as on-the-job coaching).
- There is an expectation that the proportion of completions will improve with increased amounts of operating funding.
- The proposed budget adjustments are expected to reduce program-wide underspending, even when factoring in more flexible individual financial supports.

Recommendation #1: Rebalance YJC Funding

Next steps:

- Program allocations are currently being finalized with the rebalanced funding categories.
- SPs will see rebalanced funding categories in the 2018-19 YJC agreements.
- The Ministry will be monitoring SP expenditures and activities and make adjustments where necessary to support service delivery.

Recommendation #2: Redefine Program Completion in Performance Measures

Stakeholder Input:

Change performance measures to better capture the work of service providers by considering outcomes for youth that have not completed the mandatory service components, but who have successfully transitioned to employment, training or education.

Recommendations:

- A. Expand the third mandatory service component to include job matching or job placement (as opposed to only job placement):
- Recognize successful **job matching** through the service provider as a **positive employment outcome** for performance measurement purposes.
 - Clients who complete Pre-Employment Services (PES) and **exit to school** rather than completing the Job Matching or Placement component will be counted as a **positive outcome**.

Recommendation #2: Redefine Program Completion in Performance Measures

Recommendations continued:

B. Shift core measure weighting from the Customer Satisfaction and Service Coordination measures to the Funded Intake measure. Reframe Funded Intake Measure to 'Completion Score' to focus on completions and reduce the standard from 90% to 75%.

Measure	Customer Satisfaction	Service Coordination	Service Impact	Participant Suitability	Completion Score (formerly Funded Intake)
Current Weight	15%	25%	35%	20%	5%
Proposed	5%	20%	35%	20%	20%

Recommendation #2: Redefine Program Completion in Performance Measures

Intended Impacts:

- Recognizes the value of education and training outcomes achieved by young people with support from the program
- Better reflects the delivery work of service providers, while maintaining importance of pre-employment service completion.

Based on current data analysis, the combined changes would account for an **additional 13% of clients who complete the program and exit to employment** (10% to employment, 3% to education).

Recommendation #2: Redefine Program Completion in Performance Measures

Next Steps:

- Business Planning launched in early December 2017. The redefined performance measures were reflected in the 2018-19 YJC/YJCS Business Plans.
- By April 2018, EOIS-CaMS will reflect the new service components and reports will reflect the new SQS.
- The Ministry will be tracking performance through regular monitoring activities.

Recommendation #3: Improve Suitability Indicators for Program Performance Measurement

Stakeholder Input:

- Suitability indicators do not capture the full scope of employment barriers that youth participating in the program face.

Recommendations:

- Expand the “Socially Marginalized” indicator into **separate indicators**: Mental Health; Hardship based on life circumstance; Homeless and Housing; Leaving care of child welfare; Discrimination based on social identity.
- Create a **new indicator for Lone Parent**, which is currently a sub-indicator of Family Household Circumstance.
- Remove the age suitability (younger cohorts are being supported via YJC-S), and language proficiency (tracked under essential skills) indicators.
- Change the Education Level Attained **indicator to less than Grade 12**.
- Increase of 10% in the minimum average number of suitability indicators. Currently, the minimum is 35% (3.85) of 11 indicators. The proposed change will require 45% (6.30) of 14 indicators.

Recommendation #3: Improve Suitability Indicators for Program Performance Measurement

Old Indicators	New Indicators
Indigenous	Indigenous
PWD	PWD
Age	removed
Recent Immigrant	Recent Immigrant
Educational Attainment (Gr. 12 or less)	Educational Attainment (Less than Gr. 12)
Language Proficiency	removed
Essential Skills	Essential Skills
Work Experience	Work Experience
Family Household Circumstance	Family Household Circumstance
Lives in a low income household	Lives in a low income household
Lives alone with no or low income	Lives alone with no or low income
Lacks family/parental support	Lacks family/parental support
Acts as primary caregiver or lone head of household	Lone Parent
Socially Marginalized	removed (now separate indicators)
Homelessness/lack of stable residence	Homeless and Housing
Discrimination based on social identity e.g. Racialized or LGBTIQ	Discrimination based on social identity
Hardship based on life circumstances: e.g. Addictions, criminalized, leaving care of child welfare system	Mental Health (includes addictions)
	Leaving care of child welfare
	Hardship based on life circumstances (includes, criminalized or involvement with the justice system)
Source of Income	Source of Income

Recommendation #3: Improve Suitability Indicators (SI) for Program Performance Measurement

Intended Impacts:

- Changes align with the program's focus on youth with complex barriers to employment and provides the ministry with increased data from which to better understand program performance.
- Increasing the service quality standard for suitability “raises the bar” for YJC providers without creating unrealistic expectations.
 - Currently, all regions have exceeded 35% suitability and are near, or have also exceeded a 45% standard.
 - Service providers will continue to be encouraged to recruit more multi-barriered youth to participate in the program.

Recommendation #3: Improve Suitability Indicators (SI) for Program Performance Measurement

Next Steps:

- Revised YJC Guidelines will be posted to the EOPG.
- The new suitability indicators will be reflected in Participant Registration Form, which will be posted on the EOPG by April 2018.
- By April 2018, EOIS-CaMS will reflect the new suitability indicators.

Recommendation #4: Improve Service Delivery

Stakeholder Input:

- Difficulties with keeping client group engaged and participating in the mandatory 60 hours of Pre-Employment Service (PES).
- Simplify data capture requirements.

Recommendations:

- Reinforce existing program flexibility in respect to program delivery with service providers
- Encourage opportunities for sharing of delivery best practices amongst providers (see Community of Practice recommendation).
- **Expanded PES activity to include short-term Job Trials.** Up to eight hours of job trial activity would count towards the mandatory 60 PES hours.
- Roll-up the data entry requirements of the PES component **from over 40 items to the six** main levels of PES.

Recommendation #4: Improve Service Delivery

Intended Impacts:

- Simplified administrative requirements will allow service providers to focus more resources on services to youth.
- The sharing of best practices and expansion of PES activity to Job Trials will offer additional opportunities for service providers to keep young people engaged within the program.

Recommendation #4: Improve Service Delivery

Next Steps:

- By April 2018, EOIS-CaMS will reflect the new Job Trial plan item under the PES mandatory service component.
- The data entry requirements will be rolled-up to the six main levels of PES in both EOIS-CaMS and reports.

Recommendation #5: Build a Community of Practice

Stakeholder Input:

- Both service providers and internal ministry focus groups have identified the importance of ongoing engagement on program, policy and delivery.
 - For example: current program delivery is inconsistent and there are potential opportunities for improvement through sharing of best practices (e.g., delivery of PES activities).

Recommendations

- Create an annual YJC Service Provider and Employment Training Consultant day, where sharing of best delivery practices will be the focus.
- Offer YJC “re-fresh” training to ministry staff and service providers to address program improvements and work with stakeholders to identify future training opportunities.
- Clarify how delivery providers outside of the YJC network can be effective partners in offering services to YJC participants (e.g., Literacy and Basic Skills services as part of PES).

Recommendation #5: Build a Community of Practice

Intended Impacts:

- Opportunity to identify and share promising innovative practices and partnerships amongst SPs and local agencies in the delivery of supports and services to multi-barriered youth.
- Improved communication within the Ministry and with service providers, resulting in opportunities to further improve program design and operational delivery.

Recommendation #5: Build a Community of Practice

Next steps:

- The Ministry established an external Youth Employment Reference Group that will provide insight and recommendations on youth employment programs.
 - This group is comprised of: Ministry partners, employers, service providers, and youth representatives. The membership will be for two years and an application process will be in place for interested community partners.
- YJC Refresher training on the data entry and reporting requirements will be held in March 2018 following the January Information Sessions.

Questions



Appendix 1: Guideline Revisions

- Added clarifying details to Section 2.3. Goals, Section 2.5.2. Pre-Employment Services, Section 2.5.3. Job Matching and Placement, Section 2.6.2. Employer Eligibility, Section 3.2.1. Operating Funds, Section 3.2.2. Financial Supports and Incentives, Section 3.3.2. Exit; Section 4.1.1. Performance Measurement Framework (PMF)
- Under Section 4.1.1. Performance Measurement Framework (PMF):
 - Updated Table 2 Participant Suitability Indicators and expanded the Socially Marginalized indicator into separate indicators: Mental Health; Hardship based on life circumstances; Homeless and Housing; Leaving care of child welfare; Discrimination based on social identity, created a new indicator for Lone Parent, removed Age suitability and Language Proficiency, and changed the Educational Attainment indicator to less than Grade 12;
 - Shifted the core measure weighting from the Customer Satisfaction and Service Coordination measure to the Funded Intake measure;
 - Updated Table 5 Funding Decision Matrix to reflect the new ministry name “MAESD”;
 - Replaced the label “Job Placement Support” with “Participant Financial Support” and clarified expanded access to this support at any point of participation in the program;
 - Increased the minimum average number of suitability indicators from 35% to 45%;
 - Updated Appendix 1: Provincial Service Quality Standard (SQS)

Appendix 1: Guideline Revisions

- Replaced references to YJC Participant and Employer Registration forms with Employment Ontario Participant and Employer Registration forms under Section 5.6. Documentation Requirements and 5.8 Forms.
- Updated all hyperlinks and removed reference to Employment Ontario Information and Referral Resource Guide.

Appendix 2: Overview of YJC and YJCS Program Improvements

Youth Job Connection Program Changes	Applies to Youth Job Connection: Summer
1. Rebalance Funding	
a) Increase operating funding by 50%	
2. Redefine Program Completion in Performance Measures	
a) Remove job placements as a mandatory service component. <ul style="list-style-type: none"> • Recognize successful job matching with no placement agreement as a positive employment outcome for placement measurement purposes • Clients who complete pre-employment services and exit to school will be counted as a successful outcome 	
b) Shift core measure weighting from the Customer Satisfaction and Service Coordination measure to the Funded Intake measure	
b2) label the Funded Intake measure “Completions”	✓
c) Reduce the standard Funded Intake measure (Completions) from 90% to 75%	YJCS target will remain 90% for the provincial target and will be reduced from 100% to 90% for the service provider commitment.
3. Improve Suitability Indicators for program Performance Measurement	
a) Expand the Socially Marginalized indicator into separate indicators: Mental Health; Hardship based on life circumstances; Homeless and Housing; Leaving care of child welfare; Discrimination based on social identity	✓
b) Create a new indicator for Lone Parent	✓
c) Remove Age suitability	n/a
d) Remove Language Proficiency	✓
e) Change the Educational Attainment indicator to less than Grade 12	n/a
b) Increase the minimum average number of suitability indicators from 35% to 45%	

Appendix 2: Overview of YJC and YJCS Program Improvements

Youth Job Connection Program Changes	Applies to Youth Job Connection: Summer
4. Improve Service Delivery	
a) Reinforce flexibility with respect to delivery methods	✓
b) Expand pre-employment activity to include short-term Job Trials	
c) Simplify data-entry requirements for the pre-employment services component	✓
5. Build a Community of Practice	
a) Create an annual YJC Service Provider and Employment & Training Consultant Day	✓
b) Offer YJC “re-fresh” training to ministry staff and service providers	✓
c) Develop a Community of Practice process	✓
d) Clarify how delivery providers outside of the YJC network can be effective partners in offering services to YJC participants	✓

Appendix 3: YJC – Employing Young Talent Incentive

- Employers are eligible for up to \$2000 and this initiative will begin January 1, 2018 and conclude March 31, 2020.
- Eligible employers who have hired a YJC participant through job matching services will be eligible to receive:
 - \$1,000 retention payment at three months after employment start date
 - \$1,000 retention payment at six months after employment start date
- Eligible employers who have hired a YJC participant through a job placement will be eligible to receive:
 - \$1,000 retention payment at three months following the completion of the placement
 - \$1,000 retention payment at six months following the completion of the placement
- Job matches or placement completions that occur up until March 31, 2020 can be paid until September 30, 2020.