

# **Performance Management Framework**

## **Key Performance Indicators - Addendum**

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The transformation of the employment services system is intended to support the Government of Ontario's vision of building an employment services system that is locally responsive, community based, outcomes-focused, client-centered and provides simplified and effective pathways to finding sustainable employment for individuals and businesses, based on their needs.

This addendum will build on the details of the Performance Management Framework outlined in the Call for Proposal (CFP Tender #11855), focusing on definitions and calculations for the Key Performance Indicators as well as baseline performance ratings for the prototype Catchment Areas.a

### **Section 1: Performance Management Framework**

The Performance Management Framework (PMF) helps to define overall system success in achieving desired outcomes by creating clear and consistent performance goals for Service System Managers (SSMs) and Service Providers.

The ministry will be using a phased-in implementation approach to measure SSM performance on outcomes and measures. Throughout the prototype phase, the ministry will work collaboratively with SSMs to evolve the PMF, developing more precise measures and targets based on evidence and continuous improvement principles. This will ensure measures account for local conditions, including local labour market and service delivery environments.

SSMs will be rated against three key reference points:

- Employment outcome achievements of the current Employment Ontario network within the defined Catchment Area.
- Achievements SSMs had committed to in their CFP Application/business plan regarding client volumes for each client stream/inclusion group and associated outcomes.
- Outcomes achieved in comparison to local context and other SSM's outcomes.

The targets for clients served will be set out in the Transfer Payment Agreement and will be based on the targets identified during the CFP Application process. The targets identified through this process will be included in the SSM's Transfer Payment Agreement. These targets cannot fall below the ministry's established baseline of current service delivery network performance.

SSM performance will be tracked throughout the year to measure progress towards the identified targets. Performance will be assessed as “Exceeds,” “Meets” and “Not Meeting” for each measure as per the identified targets. Targets will be reassessed through the annual business planning process.

A complete overview of the Performance Management Framework can be found in Section 5 of the Ministry of Training, Colleges and Universities’ Call for Proposal for Service System Managers (CFP Tender #11855).

## Section 2: Overview of Key Performance Indicators

SSMs will be held accountable for the measures outlined in the following tables. The indicators in Table 2 are not tied to SSM performance-based funding, but will be used to evaluate overall SSMs performance:

Table 2: Key Performance Indicators

### Clients with complex needs are served<sup>1, 2</sup>

Key Performance Indicators	Annual Performance Ratings Ministry Monitoring	Annual Performance Ratings Ministry Monitoring	Annual Performance Ratings Ministry Monitoring
• Stream A: % of Clients in each client segment that are served	Exceeds	Meets	Not meeting
• Stream B: % of Clients in each client segment that are served	Exceeds	Meets	Not meeting
• Stream C: % of Clients in each client segment that are served	Exceeds	Meets	Not meeting
• % of ODSP Clients Served	Exceeds	Meets	Not meeting
• % of General Population Clients with Disabilities Served	Exceeds	Meets	Not meeting
• % of Francophone Clients Served	Exceeds	Meets	Not meeting

<sup>1</sup> Clients served is defined as: Completion of activities mutually agreed to by the Service Provider and client in the Employment Action Plan that will lead to employment.

<sup>2</sup> For the purposes of the Performance Management Framework, Clients may be counted more than once per Inclusion group except for the mutually exclusive ODSP and general population Clients with disabilities groups.

<b>Key Performance Indicators</b>	<b>Annual Performance Ratings Ministry Monitoring</b>	<b>Annual Performance Ratings Ministry Monitoring</b>	<b>Annual Performance Ratings Ministry Monitoring</b>
• % of Indigenous Clients Served	Exceeds	Meets	Not meeting
• % of Youth with Higher Support Needs Served	Exceeds	Meets	Not meeting
• % of Clients in each client segment that are served Stream A	Exceeds	Meets	Not meeting
• 0% of Clients in each client segment that are served Stream B	Exceeds	Meets	Not meeting
• % of Clients in each client segment that are served Stream C	Exceeds	Meets	Not meeting
• % of ODSP Clients Served	Exceeds	Meets	Not meeting
• % of General Population Clients with Disabilities Served	Exceeds	Meets	Not Meeting
• % of Francophone Clients Served	Exceeds	Meets	Not meeting
• % of Indigenous Clients Served	Exceeds	Meets	Not meeting
• % of Youth with Higher Support Needs Served	Exceeds	Meets	Not meeting
• % of Clients Served	Exceeds	Meets	Not meeting

**Clients' progress towards employment**

<b>Key Performance Indicators</b>	<b>Annual Performance Ratings Ministry Monitoring</b>	<b>Annual Performance Ratings Ministry Monitoring</b>	<b>Annual Performance Ratings Ministry Monitoring</b>
Completion of Placement	Exceeds	Meets	Not meeting
Completion of Training/Education	Exceeds	Meets	Not meeting
Client Satisfaction	Exceeds	Meets	Not meeting
Client satisfaction with services	Exceeds	Meets	Not meeting

**Clients Served**

<b>Key Performance Indicators</b>	<b>Annual Performance Ratings Ministry Monitoring</b>	<b>Annual Performance Ratings Ministry Monitoring</b>	<b>Annual Performance Ratings Ministry Monitoring</b>
% of Clients Served	Exceeds	Meets	Not meeting

**Clients' progress towards employment**

<b>Key Performance Indicators</b>	<b>Annual Performance Ratings Ministry Monitoring</b>	<b>Annual Performance Ratings Ministry Monitoring</b>	<b>Annual Performance Ratings Ministry Monitoring</b>
Completion of Placement	Exceeds	Meets	Not meeting
Completion of Training/Education	Exceeds	Meets	Not meeting

## Client Satisfaction

Key Performance Indicators	Annual Performance Ratings Ministry Monitoring	Annual Performance Ratings Ministry Monitoring	Annual Performance Ratings Ministry Monitoring
Client satisfaction with services	Exceeds	Meets	Not meeting

Table 3: The following indicators are tied to SSM performance-based funding:

## Employment Outcomes

Key Performance Indicators	Annual Performance Ratings Ministry Monitoring	Annual Performance Ratings Ministry Monitoring	Annual Performance Ratings Ministry Monitoring
Stream A: Achievement of Employment Outcomes	Exceeds	Meets	Not meeting
Stream B: Achievement of Employment Outcomes	Exceeds	Meets	Not meeting
Stream C: Achievement of Employment Outcomes	Exceeds	Meets	Not meeting

## Employment Outcomes

### Achievement of Employment Outcomes

Key Performance Indicators	Annual Performance Ratings Ministry Monitoring	Annual Performance Ratings Ministry Monitoring	Annual Performance Ratings Ministry Monitoring
o Stream A	Exceeds	Meets	Not meeting
o Stream B	Exceeds	Meets	Not meeting
o Stream C	Exceeds	Meets	Not meeting

The SSM will be required to set employment outcome targets for each stream as follows:

- As of October 1, 2020, outcomes to be achieved at three months
- As of April 1, 2021, outcomes to be achieved at three months and twelve months

## **Section 3: Key Performance Indicator Definitions**

### **3.1 Clients with Complex Needs are Served**

The Key Performance Indicators within this section are intended to measure the SSM's performance in supporting labour force participation of clients with complex service needs.

#### **3.1.1 Percentage of Clients in Each Client Segment that are Served**

A Client is served when they have completed all the activities mutually agreed to by the Service Provider and Client in the Employment Action plan that will lead to employment.

This is calculated in the following way:

- $\text{Number of Clients Served in Stream A or B or C} / \text{Number Clients Targeted to be served in Stream A or B or C}$

For example (based on year end data):

- Stream A Target = 3,000
- Stream A Actual Clients Served = 2,700
- % of Clients in Stream A that are served at year end = 90%

#### **3.1.2 Percentage of Ontario Disability Support Program (ODSP) Clients Served**

To be included in this measure, Clients must meet the following criteria:

- The Client has identified their source of income as being from the Ontario Disability Support Program (ODSP); and,
- The Client has met the requirements for Client Served.

**Note:** Family members, for example, spouses and dependents, who do not directly receive ODSP are not captured within this indicator.

This is calculated in the following way:

- $\text{Number of ODSP Clients Served} / \text{Total Clients Served}$

For example (based on year end data):

- Actual Number of ODSP Clients Served in all streams = 1,000
- Actual Number of Clients Served in all streams = 4,000
- % of ODSP Clients Served = 25%

### 3.1.3 Percentage of General population Clients with Disabilities Served

To be included in this measure, the Client must meet the following criteria:

- The Client has self-identified as a Person with Disabilities as defined under the Ontario Human Right's Code 14; and,
- The Client has met the requirements for Client Served.

**Note:** For the purposes of the Performance Management Framework, ODSP Clients Served will be excluded from this calculation. This will ensure that clients are not double counted and provide a more accurate indication of clients served by the SSM.

This is calculated in the following way:

- $\text{Number of General Population Clients with Disabilities Served} / \text{Total Clients Served}$

For example (based on year-end data):

- Actual Number of General Population Clients with Disabilities Served in all streams = 400
- Actual Number of Clients Served in all streams = 4,000
- % of General Population Clients with Disabilities Clients Served = 10%

### 3.1.4 Percentage of Francophone Clients Served

To be included in this measure, Clients must meet the following criteria:

- The Client has self-identified as a Francophone; and,
- The Client has met the requirements for Client Served.

This is calculated in the following way:

- $\text{Number of Francophone Clients Served} / \text{Total Clients Served}$

For example (based on year-end data):

- Actual Number of Francophone Clients Served in all streams = 200
- Actual Number of Clients Served in all streams = 4,000
- % of Francophone Clients Served = 5%

**Note:** Service to Francophone populations, as monitored through the PMF, is in addition to SSM requirements to meet the service delivery needs of French-speaking populations within the Catchment Area. Applicants should refer to the Transfer Payment Agreement for more Information regarding French Language Service requirements.

### **3.1.5 Percentage of Indigenous Clients Served**

To be included in this measure, Clients must meet the following criteria:

- The Client has self-identified as a First Nation, Inuit or Metis person<sup>3</sup>; and,
- The Client has met the requirements for Client Served.

This is calculated in the following way:

- $\text{Number of Indigenous Clients Served} / \text{Total Clients Served}$

For example (based on year end data):

- Actual Number of Indigenous Clients Served in all streams = 160
- Actual Number of Clients Served in all streams = 4,000
- % of Indigenous Clients Served = 4%

### **3.1.5 Percentage of Youth with Higher Support Needs Served**

To be included in this measure, Clients must meet the following criteria:

- The Client is between the ages of 15 and 29;
- The Client has been segmented into Stream C by the Common Assessment tool; and,
- The Client has met the requirements for Client Served.

This is calculated in the following way:

- $\text{Number of Youth with High Support Needs Served} / \text{Total Clients Served}$

For example (based on year-end data):

- Actual Number of Youth with Higher Support Needs Served = 1,200
- Actual Number of Clients Served = 4,000
- % of Youth with Higher Support Needs Clients Served = 30%

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<sup>3</sup>“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.



### 3.1.6 Percentage of Newcomers Clients Served

To be included in this measure, Clients must meet the following criteria:

- The Client has been residing in Canada for less than five years;
- The Client is eligible work in Canada with an open work permit; and,
- The Client has met the requirements for Client Served.

**Note:** International Students and Temporary Foreign Workers with a 900-series Social Insurance Number (SIN) are not included in the definition of “Newcomer” as they are not eligible for assisted service program components.

Responses to the following Common Assessment questions, will be used to determine whether a Client will be included in this measure:

- The Client’s response to the question, “What date did you arrive in Canada?”
- The Client’s Common Assessment completion date.

This is calculated in the following way:

- $\text{Number of Newcomer Clients Served} / \text{Total Clients Served}$

For example (based on year end data):

- Actual Number of Newcomer Clients Served in all streams = 800
- Actual Number of Clients Served in all streams = 4,000
- % of Newcomer Clients Served = 20%

## Section 4: Clients Progress Towards Employment

### 4.1 Completion of Placement

The Completion of Placement indicator reflects services provided within the Employment Action Plan (EAP).

A Placement is defined as any on-the-job training opportunity, up to 6 months in length, with the primary purpose of experiential learning, as formally agreed to by the Service Provider, Employer and Client in the Employment Action Plan.

For the purposes of the Performance Management Framework, Placements must be successfully completed prior to the Client being considered a Client Served.

This is calculated in the following way:

- $\text{Number of Completed Placements} / \text{Total Clients Served}$

For example (based on year-end data):

- Actual Number of Completed Placements in all streams = 800
- Actual Number of Clients Served in all streams = 4,000
- Completion of Placement = 20%

## 4.2 Completion of Training/Education

The Completion of Training/Education indicator reflects services provided within the Employment Action Plan (EAP).

SSMs and Service Providers will support clients during training/education to ensure retention in the program and to provide any complimentary services, if appropriate. Once completed, the SSM and Client will determine whether additional services (e.g. placement) may be required in order to achieve the Client's stated employment goals.

To be included in this measure, Clients must successfully complete one of the following:

- Training activities, including:
  - The Second Career Program.
  - Other EO training initiatives such as Pre-Apprenticeship, Co-Op Diploma Apprenticeship program, etc.
  - Training programs offered by registered private career colleges
  - Other occupational skills training to practice a regulated or non-regulated profession or trade occupation or other higher skills occupation in Ontario or training that clearly supports the Client's career goals.
  - English or French as a Second Language courses, if the Client lacks a facility with spoken English or French.
  - Literacy and Basic Skills, if the Client is an adult with an understanding of English or French who wants to learn to read, write and do math, as well as, sign or communicate in other forms of language according to need.
  - The Ontario Bridge Training Program.
  - Any training program funded by the federal and/or municipal government.
- Educational activities which lead to a certificate/credential, including:
  - Secondary school, including Grade 12, OSSD or equivalent.
  - Post-Secondary, including if the Client has:
    - entered a post-secondary facility and completed a certificate, diploma or degree at a private career college, college or university; or,
    - if a Client has already achieved a diploma, certificate or degree and returns to post-secondary and has completed an additional diploma, certificate or degree.

- Academic Upgrading, if the Client has completed academic upgrading working towards a secondary or post-secondary credential/certification.
- Other, if the Client has completed any other educational program that provides a certificate or diploma.

**Note:** Resource and Information Workshops (e.g. resume writing) and short-term training funded by the Service Provider (e.g. SmartServe, First Aid) do not count against this performance indicator.

This is calculated in the following way:

- Number of completed instances of Training or Education / Total Clients Served

For example (based on year end data):

- Actual Number of Completed Instances of Training/Education in all streams = 2,000
- Actual Number of Clients Served in all streams = 4,000
- Completion of Training/Education = 50%

## **Section 5: Client Satisfaction with Services**

To assess satisfaction with the services provided, Clients must be asked to provide a rated response to the following statements:

- I received the type of services I think I needed.
- The services I received were the right approach for helping me.
- If I were to seek help again, I would seek it from the same place.
- I am likely to recommend the program to someone looking for similar services as those I received.

Clients will be asked to respond using the following Likert scale:

- Strongly Disagree = 1
- Disagree = 2
- Neither Agree or Disagree = 3
- Agree = 4
- Strongly Agree = 5

Clients Served must be asked to provide an assessment of their satisfaction with the services received at the three-month checkpoint following the completion of the Employment Action Plan, and regardless of their employment status.

Clients must be asked to respond with a score of 1-5, as per the Likert scale noted above, where a 1 indicates that they strongly disagree with the statement and 5 indicates strong agreement with the statement.

The average rating of the four questions will be used to determine the Client's satisfaction. Clients Served with an average Client Satisfaction score of 4 or greater will count as a Satisfied Client.

This indicator will be calculated in the following way:

- $\frac{\text{Number of Clients Served with an average satisfaction score of 4 or greater}}{\text{Total Clients Served}}$

**Note:** The denominator will include all Clients Served who received and were expected to receive a three-month checkpoint.

For example (based on three-month checkpoint data for all Clients Served):

- Actual Number of Satisfied Clients Served = 3,000
- Actual Number of Clients Served = 3,800
- Stream A Achievement of Employment Outcomes = 79%

## **Section 6: Employment Outcomes**

### **6.1 Achievement of Employment Outcomes by Client Segment/Stream**

To be included in this measure, Clients must meet the following criteria:

- The SSM has verified the client working at least 20 hours per week and,
- The Client has met the requirements for Client Served.

This is calculated in the following way:

- $\frac{\text{Number of Employed Stream A or B or C Clients Served}}{\text{Number of Stream A or B or C Clients Served}}$

For Year 1 of the prototype phase, this indicator will be measured based on the Client's status at the three-month checkpoint.

For example (based on three-month checkpoint data for Stream A Clients Served):

- Actual Number of Employed Stream A Clients Served = 2,100
- Actual Number of Stream A Clients Served = 2,700
- Stream A Achievement of Employment Outcomes = 78%

In addition to measuring identified performance indicators, the ministry will be developing employment service quality measures through data and monitoring

requirements, business planning in negotiations with SSMs, and system-level outcome monitoring and evaluation.

## **Section 7: Performance Management Framework Baselines**

### **7.1 Baseline Approach**

The baselines for the PMF inform thresholds which will be used to assess SSM performance in the first year of Integrated ES Delivery. Baselines for PMF measurements have been established by analyzing Employment Ontario data for client service plans closed during the 2018-19 fiscal year in the respective Catchment Areas.

As the ministry will be using a phased-in implementation approach to the PMF, the baselines presented are intended to indicate minimum service level requirements. Throughout the prototype phase as more data becomes available, the ministry will work collaboratively with SSMs to develop more precise measures and targets based on evidence and continuous improvement principles. This will ensure measures account for local conditions, including local labour market and service delivery environments.

### **7.2 Baselines per Catchment Area**

#### **7.2.1 Hamilton-Niagara Peninsula Baseline**

<b>Key Performance Indicator</b>	<b>Meeting Baseline</b>
Ontario Disability Support Program (ODSP) Clients Served	4.2%
General Population Clients with Disabilities Served	7.2%
Indigenous Clients Served	3.2%
Francophone Clients Served	1.3%
Youth with Higher Support Needs Served	13.6%
Newcomer Clients Served	3.9%
Completion of Placement	7.8%
Completion of Training/Education	5.5%
Client Satisfaction	80.4%

### 7.2.1. Muskoka-Kawarthas Baseline

<b>Key Performance Indicator</b>	<b>Meeting Baseline</b>
Ontario Disability Support Program (ODSP) Clients Served	6.6%
General Population Clients with Disabilities Served	15.1%
Indigenous Clients Served	3.2%
Francophone Clients Served	0.5%
Youth with Higher Support Needs Served	16.5%
Newcomer Clients Served	1.1%
Completion of Placement	9.7%
Completion of Training/Education	3.5%
Client Satisfaction	68.3%

### 7.2.3 Peel Baseline

<b>Key Performance Indicator</b>	<b>Meeting Baseline</b>
Ontario Disability Support Program (ODSP) Clients Served	0.9%
General Population Clients with Disabilities Served	3.7%
Indigenous Clients Served	0.3%
Francophone Clients Served	0.7%
Youth with Higher Support Needs Served	15.9%
Newcomer Clients Served	21.4%
Completion of Placement	6.1%
Completion of Training/Education	7.3%
Client Satisfaction	83.8%