Ontario ☘

Ministry of Training, Colleges and Universities

Employment Services Transformation

Market Day

May 15th, 2019

Section	Topic	Time
1	**Registration**	8:00 – 9:00 am
2	**Welcoming Remarks**	9:00 – 9:15 am
3	**Introduction to Market Day** Review today's purpose and objectives Outline principles of engagement	9:15 – 9:30 am
4	**Transformation Context and Objectives** Discuss the vision for change Highlight intended outcomes and design principles for thetransformation Plan for system implementation	9:30 – 10:00 am
5	**Email & Coffee Break**	10:00 – 10:30 am
6	**Preliminary Operating Model** Outline current thinking on core features	10:30 – 11:00 am
7	**Open Question and Answer Session**	11:00 – 11:30 am
8	**Next Steps** Structure of one-on-one sessions Discuss competitive selection process structure and preliminary timelines	11:30 to 11:45 pm
9	**Break**	11:45 – 1:00 pm
10	**Facilitated Networking Opportunity** Learn about vendors' strengths and capabilities Concurrent with One-on-One Meetings	1:00 – 4:30 pm
11	**One-on-One Meetings**	1:00 – 5:00 pm

Welcoming Remarks

15 minutes

Thank you for joining us today

Ontario is working to create the best possible employment services system for Ontarians and businesses

- The transformation of employment services will help job seekers **find and keep good jobs** and **help employers recruit** skilled workers

- A **new employment services management model** will be introduced to make the system work better for job seekers, businesses and communities

- Existing roles and responsibilities will shift to better enable a system of

accountability and outcomes achievement

- The Provincial government values your opinion and would like to **gather your feedback** to inform it's thinking and potential approach to the future state employment and training system

Introduction to Market Day

15 Minutes

Why you are here today…

We would like to hear your thoughts on the preliminary design of the future employment services system.

Your feedback will help the government:

- Determine market capacity, capability, readiness and level of interest in the proposed approach

- Understand the potential need for capacity support to encourage participation

- Identify leading employment service practices for individuals with high support or specialized needs

- Explore opportunities for innovation in employment service delivery

Your insights will help inform the Provincial government's thinking and approach to the development of the future employment services system.

Principles informing the government's engagement approach

Fair & Transparent Process

- Government-provided answers to any questions posted by vendors will be supplied to all respondents

Openness to Learn and Adapt

- Vendor insights will inform the Provincial government's refinement of proposed system features (e.g., preliminary employment services future state design and program mix)

Partnership

- The government will provide opportunities for vendors to get to know one another and explore the potential for future partnerships

The Provincial government may decide to incorporate any ideas, information or content provided by a vendor(s) into the future state competitive process and / or solution.

Structure of the day

Today's agenda consists of three main components:

1. An **open information session** regarding the Provincial government's plans to transform employment services

2. A networking opportunity / presentation session to encourage partnership and collaboration

3. **One-on-one** non-binding, non-evaluative **meetings** between the government and individual vendors

Market day is intended to be an open forum allowing the Provincial government to communicate its requirements at a high-level; for the vendor community to ask questions and seek information to gain an understanding of the core business needs of the Ministry; and for the vendor community to provide feedback based on the information provided.

Transformation Context & Objectives

30 minutes

Vision for Change

A locally responsive employment services system that delivers sustained employment outcomes for all individuals and businesses, based on their needs.

The primary goal of the employment services system transformation is to:

- Reduce fragmentation and duplication between provincial employment systems to improve client service

- Increase accountability

- Achieve better outcomes for all job seekers and employers

Ontarians access government-funded employment services through different systems

Three employment services systems operate concurrently inOntario:

Employment Ontario

Ministry of Training, Colleges and Universities (TCU)

- For **everyone**, including individuals and employers

- Suite of over **30 programs and services** delivered by **government** or **third-parties**

- Primarily funded through **Federal Labour Market Transfer Agreements** (LMTAs)

- **$1 billion+** invested annually in EO programs and services

- Some **social assistance** clients served through EO

Ontario Works Employment Assistance

Ministry of Children, Community and Social Services (MCCSS)

- For **unemployed** or **underemployed people** in temporary financial need

- Delivered by OW **delivery partners** (municipalities and First Nations) and / or contracted

  third- parties

- Some clients may be referred to Employment Ontario for **direct support** in finding employment

- Provincially-funded

Ontario Disability Support Program Employment Support (MCCSS)

- For eligible **individuals with disabilities**

- Delivered by community-based providers, including **for-profit** and **non-profit** providers

- Provincially-funded8

There is an opportunity to deliver better outcomes for individuals and businesses

Several challenges exist across the three employment systems:

The case for change

- Lack of awareness of available client supports

- Siloed assessment and service delivery

- Limited enforcement mechanisms

- Overlapping services

- Navigation complexity and accessibility barriers

- Inconsistent and uncoordinated service planning

- Unclear results

- Limited clients exiting programs and services

- Duplicate accountabilities

- Client employment sustainment

The transformation of employment services is intended to achieve

specific outcomes…

The following outcomes have been identified to support the Provincial government's future state

vision:

Vision: a locally responsive employment services system that meets the needs of a range of job

seekers and employers in Ontario

- Clients decrease dependence on income assistance

- Employers find the right workers with the right skills

- Clients find and sustain good jobs

- The system is sustainable and serves clients efficiently

- Clients get the services they need when they need them

… through an evidence-based approach to system design

The following are key components of the future employment services system:

- Employment-related programs across TCU and MCCSS will be realigned and integrated

  - The Provincial government will manage relationships with newly created service system managers (SSMs)

  - SSMs will manage relationships with employment service providers in local

- catchment areas across the province

  - SSMs will plan, design and manage service delivery to achieve employment outcomes

  - Resources will be targeted toward clients who need them most

  - Funding will include a component tied to the achievement of pre-defined outcomes

Preliminary design principles

We are building a future state Employment Services system in Ontario that is...

- Accountable and contestable

- Efficient and innovative

- Commercially viable

- Coordinated and integrated

- Human-centred and client-focused

Implementation of Future System*

- The Provincial government will undertake a gradual approach to system transformation

- The new system design will be implemented first in three prototype communities

- **Broader implementation** will take place across the province at a later time

May 2019

- Market Day

June 2019 – Late March 2020

- Prototype development, SSM selection, and implementation

April 2020

- Client intake begins for Prototype communities

2021 and beyond

- Refining system design based on lessons learned in prototype communities

- Beginning the implementation of the new system across the province

*Timelines subject to change

Break

30 minutes

Preliminary Operating Model

30 minutes

Based on evidence gathered to date, the Provincial government has developed a Preliminary Operating Model (POM) to describe the key features being considered for the future system.

The model has 6 design layers:

- Governance

- Deliver Model

- Services and Processes

- Data & Information

- Funding Model

- Technology

Governance

Redefining roles and responsibilities to establish clear lines of accountability between the province and SSMs within the transformed and integrated employment system.

The governance of the system includes:

- **Three governance layers in the system** – The Provincial government , Service System Manager, and local service delivery organizations

- **Clear outcomes for the system** – The Provincial government will set parameters/controls to ensure outcomes are achieved; SSMs are evaluated against key outcomes in performance management framework

- **Contestability at two levels** – The Provincial government will contract SSM providers and can replace underperforming SSMs; SSMs contract to local service delivery providers and can remove/replace underperforming providers

- **Collaboration across Government** –TCU will work closely will MCCSS/other human services ministries to ensure the multi-dimensional needs of clients are met

Delivery Model

The approach to service delivery that includes the locations, channels and services that will be included in the new model.

The approach to delivery includes:

- **Catchment areas** – province is divided by Statistics Canada economic regions and census division boundaries

- **SSM responsibilities** – coordinating and commissioning a locally-responsive and accessible employment services system and the design and selection of individual service solutions; working collaboratively with social assistance delivery partners; complying with provincial requirements (e.g. French Language Services Act).

- **TCU responsibilities** – TCU will retain a role in the provision of certain provincial levers

- **Multi-channel service delivery** – service delivery will be accessible and occur through channels such as in-person, online, and telephone

Services & Processes

Introducing a service targeting approach where all clients needs are assessed consistently. Clients will be matched to services that meet their needs and will support positive outcomes.

The model includes:

- **Common assessment tool** – all clients will be assessed through a common tool co- designed by TCU and MCCSS; the tool will be uniform (i.e., the same across all catchment areas), and will be overseen by TCU

- **Service targeting** – clients will be divided into segments based on provincially mandated common assessment and receive services targeted to their needs; clients who need greater amounts of service (e.g., persons with disabilities) receive it.

- **Service function mix** - clients have access to a range of core employment services, skills training and specialized services as designed by the SSM

Data & Information

The data and analytics required to support the transformation. The model includes:

- **Data collection system** - province-wide data and information system which all SSMs and service providers feed into; data collection tools and primary performance indicators exist and are common across catchment areas

- **Streamlined data approach** – clients will only need to provide their information once; SSMs and service providers will only be required to provide data and information in line with the Provincial government's performance management framework and other obligations

Funding Model

The approach by which funding amounts to service system managers are determined for reimbursement for the delivery of services to clients. May specify timing and dollar amounts for achievement of outcomes.

Funding to SSMs will be a combination of:

- Fixed fees

- Milestones-based funding

- Outcomes-based funding

- Flow-through funding to clients and providers

Funding structure accounts for client segments with more complex employment needs, including people with disabilities, to ensure they are effectively served.

Technology

The information technology required to manage information / data and support the execution of services and processes.

The key technology features include:

- **Integrated case management system** – integrated across ministries and used by all SSMs to support a seamless client experience

- **Digital delivery** – a client-centred online channel increases access to services & better supports job seekers in their employment journey

Open Q&A Session

30 minutes

Next Steps

15 minutes

Reminder: Key Themes for One-on-One Sessions

- Determine market capacity, capability, readiness and level of interest in the proposed approach

- Understand the potential need for capacity support to encourage participation

- Identify leading employment service practices for individuals with high support or specialized needs, including persons with disabilities

- Explore opportunities for innovation in employment service delivery

What to expect during one-on-one meetings

This afternoon, we will hold one-on-one semi-structured conversations with vendors who expressed interest in participation.

Post Market Day Submissions

The government is interested in any additional feedback you may have:

- Additional feedback can be submitted via the feedback form emailed to you post- Market Day

- The deadline for additional feedback is May 22, 2019

Competitive selection process approach and preliminary timelines

SSMs will be selected based on those best positioned to manage the employment services system in their respective catchment area(s) and deliver results.*

- **Late Spring 2019** - RFQ Release

- **Early Summer 2019** - RFQ deadline

- **Mid Summer 2019** - CFP release

- **Late Summer 2019** - CFP deadline

- **Late Summer 2019** - CFP deadline

*The competitive process to become a SSM will be open to any public, not-for-profit, and private sector organization, as well as consolidated municipal service managers and district social services board service managers

Facilitated Networking Opportunity

210 minutes

What to expect during Facilitated Networking Opportunity

Facilitated Networking session will take place concurrently with the one-on-one sessions this afternoon between 1:00 p.m. to 4:30p.m.

- Each presentation will be up to seven (7) minutes in duration

- To ensure fairness and equity, submitted presentations will be shared with all vendors

One-On-One Meetings

240 minutes

Reminder: Key Themes for One-on-One Sessions

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What to expect during One-on-One Meetings

The objective of the one-on-one sessions is to allow for **two-way communication** between MTCU's

representatives / partners and registered vendors

- Meetings will be up to **45 minutes** in duration
  - 5 minutes: Introductions
  - 5-10 minutes: Vendor presentation on identified themes
  - 30-35 minutes: Discussion and/or Q&A
- The session structure is flexible, if an organization chooses not to present, the time can be used for additional discussion.

The meetings will take place at one of the following locations:

- 33 Bloor St E | 101 Bloor St W | 777 Bay St

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- The deadline for additional feedback is May 22, 2019

Networking Lunch

75 minutes