

# Supported Employment (SE) Phase 1 Technical Training

# Session Overview

- Housekeeping
- Objectives
- Agenda

# Session Ground Rules

- Phones
- Breaks
- Respect
- Other

# Session Objectives

By completing this training, participants will be able to:

- Articulate the components of SE Program Delivery
- Understand Performance Management of an Employment Ontario (EO) Program
- Generate steps to Conduct Community Outreach for SE
- Identify some best practices to working in a Consortium
- Understand the service plan for SE in Case Management System (CaMS)
- Understand the Ontario Disability Employment Network (ODEN)-led training on SE to follow

# Agenda

- **Session Overview-** 10 min
- **SE Program Delivery Overview-** 60 min
- **Managing SE Funds –** 30 min
- **Understanding Performance Management-** 120 min
- **Break- Lunch -** 30 min
- **Community Outreach-** 30 min
- **Working in a Consortium-** 30 min
- **SE Service Plan (CaMS)-** 60 min
- **Preview- Working with People With Disabilities (PWDs)-** 30 min
- **Session Summary/Next Steps-** 10 min

# Icebreaker

- **What concerns do you have about SE that you are hoping we can address today in the training or follow up with you after?**

# SE Program Overview

- Program Goals/Principles
- Client Service Planning and Coordination
- Participant Employability Skills
- Job Search
- Job Matching
- Job Coaching
- Job Retention

# EXERCISE- Program Components

- NETWORKING EVENT SCENARIO: Explaining SE program to Community Service Providers, Employers and Participants (Community Outreach/Marketing)
- For each component of the new SE program:
  1. Explain the activities in the program component
  2. What forms are used in this component?
  3. What is different from previous programs or current programs?
  4. What is similar or the same?



# Contracting Out Services

- Optional
- Only where they may lack the expertise to provide these services **to a specific disability group.**
- Not for case management services
- Secure participant service information
- Accountability
- Monitoring

# Discussion: Contracting Out Services

- **Discussion Question:** Provide some examples of when it would be a good idea for service providers to contract out program services/activities?

# Managing SE Funds

- Operating funds
- Financial supports

# Operating Funds

## Costs

- HR
  - Salaries, wages and benefits
  - Hiring and training (not firing/severance)
- Marketing
- Facilities
- Accounting services and auditor's fees
- Other
- Maximum of 20 % of the operating budget to administrative overhead costs.

## Allocation

- \$5,600 per participant, multiplied by their total intake target, for operating costs.
  - Ex: intake target of 50 individuals will receive \$280,000 in operating funds.

# Financial Supports

- Employer Financial Supports
- Participant Employment and Training Financial Supports
  
- Up to **\$7,000 per participant service plan**
- A combination of supports

Allocation: \$3,000 multiplied by the total intake target, in flow-through funds.

# Case Study – SE Funding

An agency receives a service level of 100 participants.

1. How much operational funding will they receive?
2. How much funding for Financial Supports ?
3. How many participants/employers can access the maximum for Financial Supports and what is the implication of the actual allocation?
4. What are some of the factors that service providers may use to determine how much financial support an employer should receive?

# Performance Management Framework

- Dimensions of Performance in PMF
- Organizational Capacity (“Below the Waterline”)

# Performance Management Framework (PMF)

## 1. Customer Service

- How well clients think they have been served?  
(service coordination and customer satisfaction)

## 2. Effectiveness

- Who is being served? (i.e. profile of suitability)
- What happens to them? (i.e. outcome or impact of service)

## 3. Efficiency

- Number of clients served – value for money



# PMF



# Summary of PM Indicators

Dimension-Core Measure	Indicator	Timing	Minimum Provincial Standard	Weight
Effectiveness-Service Impact	Short-term (ST) Outcomes	At placement	50% achieve outcome	<b>25%</b>
Effectiveness-Service Impact	Long-term (LT) Outcomes	12 months	40% achieve outcome	<b>10%</b>
Effectiveness-Suitability	Participant Suitability	Start	4.05 out of 9 Barriers (on average)	<b>20%</b>
Customer Service-Customer Satisfaction	ST Participant Satisfaction	Start	85% respond 4-5/5	<b>5%</b>
Customer Service-Customer Satisfaction	ST Employer Satisfaction	Start	85% respond 4-5/5	<b>5%</b>
Customer Service-Customer Satisfaction	LT Participant Satisfaction	12 months	85% respond 4-5/5	<b>5%</b>
Customer Service-Customer Satisfaction	LT Employer Satisfaction	12 months	85% respond 4-5/5	<b>5%</b>
Customer Service-Service Coordination	Service Coordination	Referred in Referred out -Education/ Training -Employment program -Other supports	60% of participants referred in from or during/out to other services/resources	<b>20%</b>
Efficiency-Efficiency	Intake/ Activity	Fiscal year	90% of service level (100% is desired)	<b>5%</b>

# EXERCISE: PM Indicators

Indicator	Timing	Minimum Provincial Standard	Weight	Impacts? Consequences?
<b>ST Outcome</b>	3 months	50% achieve outcome	<b>25%</b>	<b>Ex: 50%+ of participants are employed at 3 months means that Job Search and Matching efforts should be intense and focused on most effective methods</b>
<b>LT Outcome</b>	12 months	40% achieve outcome	<b>10%</b>	
<b>Participant Suitability</b>	Start	4.05 out of 9 Barriers	<b>20%</b>	
<b>ST Participant Satisfaction</b>	Start	85% respond 4-5/5	<b>5%</b>	
<b>ST Employer Satisfaction</b>	Start	85% respond 4-5/5	<b>5%</b>	
<b>LT Participant Satisfaction</b>	12 months	85% respond 4-5/5	<b>5%</b>	
<b>LT Employer Satisfaction</b>	12 months	85% respond 4-5/5	<b>5%</b>	
<b>Service Coordination</b>	Referred in Referred out -Education/ Training -Employment program -Other supports	60% of participants referred in from or during/out to other services/resources	<b>20%</b>	
<b>Intake/Activity</b>	Fiscal year	90% of service level	<b>5%</b>	

# EXERCISE : PM Indicators

Discuss: Given the PM indicators, what are the impacts or consequences for service delivery? What does this mean for SE?

# EXERCISE: Performance Mgt. Approaches

CASE SCENARIO: You are at a community event with 2 new SE Agencies from other communities in Ontario about to start delivering SE. The agency managers have two different approaches to the program. What feedback would you share with them on their plans? What are your concerns if any?

## Agency A:

- Intakes clients with at least 5 barriers
- Aims to serve fewer clients with more intense level of service
- Focuses on consistent LT service (marathon)
- From beginning, refers clients to community support services and many clients referred in from such service providers
- Focuses on LT sustained employment and relationships with employers
- Invests in Job Coaching and Retention

## Agency B:

- Intakes clients typically with 3-4 barriers
- Aims to exceed service levels required
- Focuses efforts on first few months of service (sprint)
- Let's clients find own community resources, doesn't seek referrals from community agencies
- Focuses on quick hires with employers with average or higher turnover
- Focuses on Job Search and Matching more than Coaching/Retention

# Monitoring and Follow-Up

## **Monitoring**

- Program success
- Valuable information
- Progress and activities
- On-site workplace visit
- Regular meetings

## **Follow-up**

- Service satisfaction and outcomes
- Schedule
- Participant Satisfaction – Start, 12 months
  - At Exit if no job
- Employment Status- three, six, 12, 18 and 24 months
  - over 24 months =every six months
- May cease prior to the 24 months

# Discussion on Monitoring

Consider the following questions:

1. How may service providers maintain contact with clients to ensure satisfactory follow-up rates?
2. What activities can the SP carry out to ensure that participants are satisfied?
3. What types of activities can a SP carry out to meet the Effectiveness target?
4. What are some of the challenges service providers will face in meeting the Service Quality Standard?
5. How can Employment and Training Consultants (ETCs) support service providers in achieving their performance commitments and meeting the objectives of the program? (? Question for SPs- OPTIONAL)

# Organizational Capacity





# Organizational Capacity Chart

Dimension	Indicators	Definition
Planning	Data Use	Analyze and evaluate data to make program/service changes Ex: LMI
Resourcing	Administrative	Admin, Finance, HR, IT systems in place to support commitments
Resourcing	Financial	Financial controls and processes in place to track/manage \$
Communicating	Community coordination	Seeks out and coordinates services with organizations in the community. Participates in local community planning processes.
Communicating	Governance	The service provider has <ul style="list-style-type: none"> <li>• Annual General Meetings (AGMs)</li> <li>• Governance structure</li> <li>• Mission or mandate consistent with EO goals</li> </ul>
Measuring	Customer Satisfaction and Results Management	Customer service charter Process for customer feedback response  Systems and processes to track performance against agreement commitments and standards.
Measuring	Service Delivery	Mandate/objectives are aligned with the services provided.

# EXERCISE: Organizational Capacity

Discuss: How might Organizational Capacity help an SE Service Provider achieve Performance Standards?

- Data?
- Admin systems?
- Financial controls?
- Community coordination?
- Governance?
- Customer satisfaction and results mgt?

# Community Outreach

- Outreach Goals for SE
- Building Program Awareness
- Employers

# Community Outreach- Goals

- **Advocating** the business value of hiring PWD
- **Creating awareness** of services available to through SE program when hiring a person with a disability

# Exercise- Outreach

- What are some activities that are working and how can we build on those?
- What are some new/different ideas for advocating for PWD and promoting awareness of SE with Employers and in the community? (Brainstorm)

# Working in a Community/Consortium

- Developing and managing business arrangements and practices
  - Managing performance expectations
  - Distributing funds
  - Sharing program data
  - Developing clear participant pathways
- Developing program continuity plans

# Exercise- Consortium

- How are things going so far? What's working well?
- What are some areas to work on and build on in the months (and years) to come?
  - Managing performance expectations?
  - Distributing funds?
  - Sharing program data?
  - Developing clear participant pathways?

# SE Service Plan CaMS

Discussion



# SE Reports

1. Estimate of Expenditure Report (EER)
  2. Statement of Revenue and Expenditure Report (SRER)
  3. Quarterly Status and Adjustment Report (QSAR)
- What?
  - Where?
  - When?

# Preview of ODEN SE Training

**Two-day duration**

## **A. Employment for People with a Disability**

- Employability
- Employment options and opportunities
- The 'Zero Exclusion' mindset

## **B. The Supported Employment Model**

- 3 phases of the supported employment model – Employment Discovery, Job Development and Job Retention.
- Brief historical overview ,cases studies and literature/data
- Principles and values that underpin the Place and Train model

## **C. Employment Discovery**

- Determine the best jobs to look for, for job seekers who have a disability

# Preview of ODEN SE Training 2

## **D. Job Development Strategies – Part 1**

- The Business Case for hiring PWDs and job development strategies

## **E. Job Development Strategies – Part 2**

- Marketing and job development in detail
- Job carving and other strategies for PWD

## **F. /G. Job Retention through Effective Job Coaching-**

- The role of job coaching to ensure job retention and satisfied employees and employers.

## **H. Quality Assurance and Customer Satisfaction**

- Quality Assurance, customer satisfaction and troubleshooting
  - Maintenance, Trouble Shooting & Follow Up to ensure Retention
  - Customer Satisfaction – client and employer
  - Out Placement

# Discuss-ODEN SE Training

Discuss: What are the connections between SE Technical training and program guidelines and the topics to be covered in the ODEN training?

Are there any other topics you would like to see covered in the Best Practises Session?

# Summary/Next Steps

- Objectives
- Areas for Follow-up

# Objectives

By completing this training, participants will be able to:

- Articulate the components of SE Program Delivery
- Calculate and understand funding for SE
- Understand Performance Management of an EO Program
- Generate ideas for Community Outreach for SE
- Share areas for development for working in a Consortium
- Understand the service plan for SE in CaMS
- Understand the ODEN-led training on SE to follow

# Areas for Follow-Up

What are some items for follow-up?

**Thank You!**