

## **Memorandum**

**To:** Youth Job Connection (YJC) Youth Job Connection Summer (YJCS) Service Providers

**From:** David Cronin, Director, Program Delivery Support Branch, Employment and Training Division

**Date:** December 16, 2019

**Subject:** Implementing Corrective Action Processes for Youth Job Connection (YJC) and Youth Job Connection Summer (YJCS) Programs

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### **Objective**

The purpose of this memo is to inform you that the Ministry will be implementing Directed Improvement and Official Review corrective action processes for the Youth Job Connection (YJC) and Youth Job Connection Summer (YJCS) programs during the 2019-20 fiscal year. These processes will build on the Ministry's commitment to continuous improvement in service quality, outcomes, compliance and accountability.

### **What's Happening**

In an effort to strive for the highest possible standards of service quality, the Ministry will begin enforcing the corrective action processes outlined in the funding decision matrix of the YJC and YJCS program guidelines. Similar corrective action processes are already in place for other Employment Ontario programs and will now become a regular part of how the Ministry will manage YJC and YJCS contracts moving forward.

The corrective action processes being implemented will include the following two components:

1. **Directed Improvement** - Under the YJC and YJCS performance management frameworks, service providers are required to achieve a minimum standard of service

quality which is portrayed through the Service Quality Standard (SQS). The Directed Improvement corrective action process will monitor service provider achievement of the minimum SQS at the end of every fiscal year beginning in 2019-20. Service delivery sites that do not meet the minimum SQS will receive a notification letter that will require them to work with the Ministry to improve their SQS within a specified time period.

- 2. Official Review** – This corrective action component can be used at any time during the fiscal year to address service provider issues of contract compliance that are ongoing, serious in nature or have not been resolved through other contract management activities such as Quarterly Status Adjustment Reports (QSARs) or Interim and Final Reports and monitoring visits. Similar to Directed Improvement, this process will include sending a letter to the affected service delivery site requiring them to work with the Ministry to address the issue outlined within a specified time period.

The following are serious issues of non-compliance that will always warrant an Official Review of a service delivery site:

- 1. Serious privacy breach:** In cases where a service provider has failed to safeguard client information.
- 2. Fraudulent activity:** Includes cases where an investigation has been concluded.
- 3. Monitoring observations not corrected or Action Plans not followed-through:** Includes any issue identified in the Feedback Report, Action Plan or QSAR/Interim or Final Report that has not be rectified within the prescribed timeframes or to the satisfaction of the region.
- 4. Service Provider did not achieve improvement targets from the last agreement period:** Includes individual core measures identified in the business plan, site compliance visit observations, action plans and issues noted through the QSAR/Interim and Final Reports process.
- 5. Financial Mismanagement:** The Service Provider has not properly overseen their financial obligations or has mismanaged their budget.
- 6. Governance non-compliance:** any issues of non-compliance as stated in Article 2.3 “Governance” of the agreement. Examples include:

- a) Evidence that the code of conduct and ethical responsibilities for all persons at all levels of the Recipient's organization has been breached (i.e. conflict of interest amongst all levels of the organization, improper service delivery; including discrimination);
- b) Evidence that shows the Recipient has not managed funds prudently and effectively (i.e. missing receipts, improper use of funds)

Other major issues of non-compliance that may also lead to an Official Review at the discretion of the Ministry are:

- 7. **Client Follow-Ups not completed:** A Service Delivery Site (SDS) that is not conducting the required follow-ups at any of the follow-up intervals (3, 6 or 12 month) will be notified at the first occurrence via email by their Employment and Training Consultant (ETC). If there is a second follow-up infraction, the SDS may be considered for Official Review.
- 8. **Inaccurate Financial Forecasting annually:** A SDS with a variance of five percent or more (positive or negative) between their \*Period 4 Estimate of Expenditures Report (EER)\*\* forecast and their Statement of Revenue and Expenditures Report (SRER) may be considered for Official Review.
- 9. **Non-delivery of any program component:** Includes no evidence of Education and Work Transition Support (EWTS) or Mentorship activity reflected in the Employment Ontario Information System – Case Management System (EOIS-CaMS).
- 10. **Ongoing inaccurate reporting in CaMS:** CaMS data consistently lacks integrity as noted in the File Review or observed in other available reports.

These examples are not exhaustive and other serious and/or persistent issues of non-compliance could also result in a service delivery site being issued an Official Review letter. Therefore, service providers must continue to meet all accountability requirements specified in their agreements.

### **Implementation**

For Directed Improvement, the Ministry will begin collecting performance data throughout the 2019-20 fiscal year. Towards the end of June 2020, the Ministry will issue notification letters to

sites that did not achieve their SQS by the end of the 2019-20 fiscal year. Those sites will work with the Ministry to develop plans to improve their performance.

The Official Review process may begin at any time during the 2019-20 fiscal year. However, prior to issuing an Official Review notice, in most cases, the Ministry will provide support to service providers experiencing compliance issues through other contract management processes such as Interim and/Final Report submissions, monitoring visits and Estimate of Expenditures Report submissions.

Organizations not familiar with Directed Improvement and Official Review may contact their Employment and Training Consultant for a walk through.

Sincerely,

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cc:

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