



Ontario Centre for
Workforce Innovation

Conversations with Employment Ontario Service Providers

A SUMMARY REPORT

MARCH 2017



TABLE OF CONTENTS

4

Executive Summary

5

Introduction

- 6 Our Approach
- 7 Understanding Ontario's
Workforce Development
Ecosystem
- 8 The Impact of Other
Socio-Economic Factors

10

Governance

- 10 Funding Structures
- 11 Policy and Planning
- 12 Monitoring and
Accountability
Approaches

13

Program Delivery

- 14 Program Options
- 15 Delivery Practices
- 17 Culture/Environment

18

Experience

- 18 Jobseeker/Learner Needs
- 20 Employer Needs

21

Next Steps

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 Ryerson
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Executive Summary

The Ontario Centre for Workforce Innovation (OCWI) is committed to fostering a more skilled, resilient and productive Ontario workforce. A key partner in our mandate is the Employment Ontario (EO) network, a community of agencies that deliver Ontario's employment and training services to a diverse range of jobseekers and learners.

In December 2016, OCWI initiated a series of conversations with EO providers, asking them to share their perspectives on, and experiences with, service delivery. This document summarizes their feedback on current key issues, needs and opportunities within the employment and training services sector. It presents the collective views and opinions of the majority of providers interviewed.

We designed our interview guidelines and questions around three key components of the employment and training services ecosystem:

- **Governance:** funding and monitoring of services and programs
- **Delivery:** implementation of services and programs
- **Experience:** participation of jobseekers, learners, and employers

For each component, dominant themes and issues emerged from our conversations.

Governance issues can be grouped under three main themes:

- **Funding structures:** Updated funding models are needed.
- **Policy and planning:** Strategic and transparent interactions with ministry staff.
- **Monitoring and accountability:** Monitoring and reporting structures that support more collaborative, flexible and outcome-oriented delivery approaches.

Delivery issues can also be grouped under three main themes:

- **Program options:** More options for specific sub-populations, particularly those with mental health and addiction issues, youth, and those with pre-employment training needs (e.g., digital literacy).

- **Delivery practices:** Stronger employer engagement strategies and better service planning and coordination.
- **Culture/environment:** Performance management system that promotes collaboration between providers and also with community partner organizations.

Experience issues can be divided into jobseeker/learner needs and employer needs (as perceived by service providers):

- **Jobseeker/learner needs:** Awareness building and understanding of the EO network (what it offers, who it can help) and flexible, responsive and individualized service pathways.
- **Employer needs:** A coordinated, single point of access to jobseekers as well as for increased support when working with individuals with multiple barriers.

We'd like to express our sincere thanks to everyone who participated in these conversations. The OCWI will take these insights and conduct additional research into the state of knowledge and practice to identify the areas where we can have the greatest impact in driving innovation in workforce development across Ontario.

Introduction

The Ontario Centre for Workforce Innovation (OCWI) is committed to fostering a more skilled, resilient and productive Ontario workforce. We take a collaborative and consultative approach to researching, testing and sharing innovative approaches and practices for workforce development. A key partner in our mandate is the Employment Ontario (EO) network – the community of agencies that deliver employment and training services to a diverse range of jobseekers and learners across the province.


In December 2016, as part of a strategic priority-setting exercise, we asked EO providers to share their perspectives on, and experiences with, service delivery. We connected with more than 200 employees at more than 130 service providers; all positions were represented (e.g., employment counsellors, job developers, managers, directors.) Participants were candid and thoughtful in expressing their views on the current key issues, needs and opportunities in the employment and training services sector. The insights gained from these discussions will inform our approach to ongoing research, knowledge transfer, and capacity-building, and ensure that our initiatives meet the needs of service providers and their partners/networks.

This document summarizes the collective views and opinions of the majority of providers interviewed.

Our Approach

At the outset, we recognized the importance of seeking a broad range of perspectives given the diversity of EO providers as well as jobseekers and learners across Ontario. Therefore, participants reflected the geographic, demographic, sectoral, and linguistic diversity of the current EO system.

We conducted the interviews in person when possible. However, in some cases, interviews were completed by telephone or by email questionnaire, if requested. Our semi-structured interview methodology was intended to create focused, yet responsive and flexible, dialogues. This approach allowed us to confidently identify systemic issues as well as specific regional or local perspectives. General areas of discussion included EO provider approaches to working with jobseekers/learners and employers, keys to effective programming, and opportunities for innovations in service delivery. (See Appendix A for full interview guidelines.)



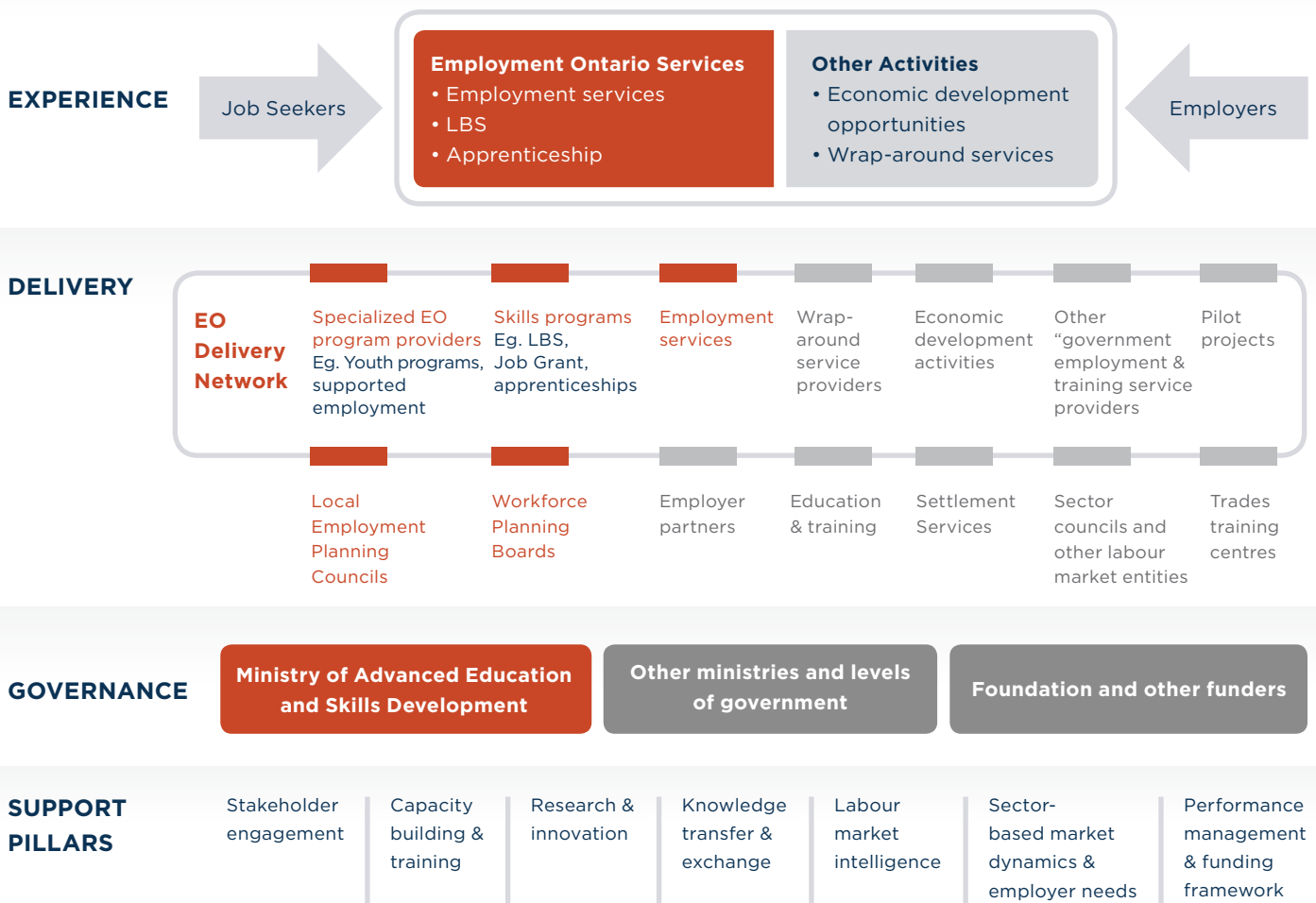
This approach allowed us to confidently identify systemic issues as well as specific regional or local perspectives.

Understanding Ontario's Workforce Development Ecosystem

The workforce development system is complex, and features many interconnected dimensions and players. Shortly after OCWI's launch, we initiated two core exercises to help us outline the overall landscape and frame the context in which we operate.

First, we held a series of initial consultations with a range of stakeholders from across the workforce development ecosystem in Ontario (see Appendix B). Second, we did a preliminary review of the state of knowledge in the workforce development space in general including literature and data sources. Building on the information that we collected, we then reviewed relevant reports and practices within the Ontario context. Using these three sources, we developed an overview of Ontario's employment services and training ecosystem (see Figure 1 below):

Figure 1: Ontario's employment services and training ecosystem



The ecosystem map depicts the key aspects of, and contributors to, employment services and training delivery in Ontario. Those directly operating within the EO service delivery space (orange) were differentiated from those that are tangential to EO service provision but still have an impact on it (grey). The support pillars are the foundations for the three key service delivery components of the ecosystem:

- *Governance*: funding and monitoring of services and programs
- *Delivery*: implementation of services and programs
- *Experience*: participation of jobseekers, learners and employers

As our understanding of the ecosystem evolved, especially through our conversations with service providers (the focus of this document), we revised the map accordingly. The map provided us with a framework to understand how the various pieces fit into the larger system-level perspective — as well as how they align with OCWI's mandate.


Some of the issues, needs or opportunities identified by service providers do not fall within OCWI's sphere of influence or mandate (e.g., governance). However, they do represent key elements of the overall ecosystem. As such, we felt that it was important to include them in this summary report.

The Impact of Other Socio-Economic Factors

Socio-economic realities and other social factors affect the ability of jobseekers and learners to find sustainable employment. Providers spoke extensively about the powerful influence of the individual contexts in which they work. Their communities, regions, and local labour markets all affect their day-to-day practices and overall approach to working with jobseekers and learners. The most common issues identified were the quantity and quality of jobs available, the capacity of individuals to meet basic needs (e.g., housing, food, health), and community infrastructure (e.g., transportation).

In many communities, particularly in rural and northern areas, achieving sustainable employment is greatly affected by the limited range of job opportunities available and difficulties in adapting to changes in the types of jobs available locally. For example, many local labour markets have experienced shifts from well-paid jobs in the resource industry to minimum-wage jobs in the service industry. Providers also noted challenges related to the rise of precarious employment, which makes it harder to connect jobseekers with high-quality, permanent positions. These challenges are further intensified by a lack of availability or proximity to community services. Connecting jobseekers to mental health, housing, and other supports is difficult when few resources are available in a community. A dominant challenge for jobseekers and learners in all regions is unreliable or inadequate transportation systems.

Service providers recognized that although these needs and challenges fall outside their mandate, they are critical to their ability to support their clients. In many cases, providers have already identified and implemented ways to counter the impact of these realities. Examples include fundraising initiatives to provide food and clothing to clients, partnerships with employers/municipalities around ride share and/or community transportation options, and development of pro bono, referral networks for professional supports (e.g., counselling, addiction, life coaching).



A dominant challenge for jobseekers and learners in all regions is unreliable or inadequate transportation systems.

Governance

Strong governance supports both the individuals responsible for development and oversight of employment and training services as well as those responsible for their implementation and delivery. It is generally achieved through structures and practices that (i) enable informed and effective decision-making, and (ii) focus on optimal outcomes that are clearly identified up front. Three dominant themes in this area emerged from our discussions:



Funding Structures

Providers noted that flexibility to structure their organizations and administrative approaches is an asset in terms of maximizing outcomes for clients. However, outdated funding models – particularly around Literacy and Basic Skills (LBS) – and minimal increase in funding levels have left them feeling overstretched or unable to fully resource their organizations so as to best support a client-centric approach. For example, they pointed to the significant paperwork requirements of the Canada-Ontario Job Grant (COJG) program and the intensive human resources investments required to support the Youth Job Connection (YJC) program.

Providers also reported decreasing ability to invest in staff training, program development, marketing/communications, and overall capacity-building. This is often offset by engaging non-EO channels, which allow them to explore more client-focused, integrated delivery models (e.g., Trillium, United Way, initiatives developed by Ontario Works (OW) and the Ontario Disability Support Program (ODSP)


to support the successful transition of clients towards readiness to engage effectively in employment and training services).

Overall, there was a strong desire to see improved coordination and less duplication in services offered by different levels of government and across ministries. More collaboration is needed in areas such as federal delivery of employment services to youth, clients with mental health & addictions issues, and Indigenous jobseekers, and OW employment services for income assistance recipients.

Policy and Planning

The number one challenge identified by service providers around program effectiveness was the lack of engagement of ministries with them on the design and development of programs before they are rolled out. In many cases, participants said the likelihood of the success of a new program or service would have increased if they had been given an opportunity to provide input on its feasibility or effectiveness in advance, e.g., the Youth Job Link (YJL) and YJC programs. Providers also spoke about the need for programs to incorporate a flexible and responsive approach to program delivery. The “blanket” or “one-size-fits-all” approach often limits their ability to implement a program in the way that best serves the needs of their clients.

Additional opportunities that were identified to better support service providers through effective program policy and planning include increased support and communication materials for new programs, more incorporation of knowledge around current labour market trends, and better consideration of delivery environments such as client demographics and proximity to other providers. In general, we heard that better communication between, and within, ministries would provide significant opportunities for improving program policy and planning.



Overall, there was a strong desire to see improved coordination and less duplication in services.

Monitoring and Accountability Approaches

The relationship between service providers and Employment and Training Consultants (ETC) is critical to how providers approach and deliver employment and training services. Providers with close, supportive, and transparent relationships with their ETC routinely felt more empowered and encouraged to explore innovative or “out-of-the-box” approaches to meeting client needs. Examples include providers seeking partnerships or additional funding channels to support new learning initiatives, mentoring programs, sector-focused training tools, and employer-led work experience programs. Providers emphasized the positive impact of ETCs who are knowledgeable, engaged, and open to new ideas, as well as the challenges of working with ETCs with inconsistent approaches, both within specific offices and across regions. Critical elements of effective relationships and quality service delivery include transparency, equitability, receptivity/support, and consistency in ETC training and knowledge.

On the monitoring and reporting side, in general providers believe that the current performance management system creates disincentives for collaboration and coordination among providers. Recognition and rewarding of high performance was noted as an important issue because there is a general lack of belief or trust that performance actually matters (beyond meeting quotas and checking boxes). Providers attributed this to the attachment of funding levels to historical precedents rather than to current performance, and the lack of consequences for underperforming agencies.

Providers suggested the following improvements in monitoring/accountability:

- Current outcomes and targets in the performance management system need to reflect the realities of working with clients who are more distant from the labour market (e.g., a broader definition of success, longer timelines).
- The performance management system could do more to recognize and reward long-term outcomes (e.g., job retention vs. job placement).

- A single reliable system for data collection and reporting that meets provider needs for full case management should be made available to eliminate the need for duplicate systems.
- Data collection and entry requirements should be made less cumbersome so as to reduce time devoted to administrative processes and increase time spent on client-focused activities.


Program Delivery


Providers emphasized the importance of offering a full spectrum of high-quality, responsive services, ranging from pre-employment training, to rapid re-employment for those closer to labour force readiness, to intensive services for those with multiple barriers. Effective service would include an individualized, flexible, and responsive service pathway for every jobseeker or learner, regardless of where they fall on the spectrum. Providers currently use a range of strategies to help meet their clients' needs. While existing program guidelines limit the practices of some providers, others shared innovative strategies that they have introduced to offer more inclusive, integrated, and customized approaches. Most importantly, our conversations suggest that there is both the opportunity and appetite for further dialogue about what is possible given the existing program guidelines and current resources, and what would need to change so that providers could address the full range of jobseeker needs.


Three dominant themes emerged in this area from our discussions: program options, delivery practice, and culture/environment.


Program Options

While our aim was not to seek feedback on specific programs, providers identified four areas where they felt that programming could be improved.

 **Mental health & addictions:** Providers overwhelmingly pointed to their lack of capacity, resources and tools to appropriately and effectively serve the needs of the increasing number of clients who experience mental health and/or addiction issues – two of the biggest barriers faced by clients. They emphasized the benefits of on-site mental health supports (e.g., social worker on-site), partnerships with local mental health organizations, and assessment or identification tools to better serve this population.


 **Youth:** While supportive of the commitment to training and targeted support for youth communities, nearly all providers felt that existing programs do not afford the flexibility of implementation required to achieve the desired/mandated outcomes.


 **30 - 55 year olds:** Providers noted that jobseekers and learners from a range of population groups, and with a range of characteristics, need access to skills development, work experience, and employability (pre-employment) programming. For example, the YJC program, specifically pre-employment and employability training, could also be beneficial for this demographic group.


 **Pre-employment digital literacy:** Providers identified pre-employment digital literacy as a critical skill required of jobseekers and learners. Most providers are offering this training in one form or another given the demand and need. However, in many cases, an enhanced ability to clearly promote and market this training would result in much greater uptake and impact. It would also permit proper development of trainers and instructors, which would result in a more comprehensive and up-to-date set of offerings.


Delivery Practices

Beyond the specific vehicles that can be used/offered to clients in the form of programs, we asked service providers for their views on current practices that address pressing needs. A number of topics that would support better planning and coordination were commonly cited by providers across the province.

 **Client engagement:** One of the key factors in successful engagement is the ability of the service model to immediately build on jobseekers' motivations and readiness to receive support. We heard how providers are implementing rapid engagement and assessment approaches; however, it can be challenging to maintain engagement once a jobseeker is referred to another provider or transitions to another program.


 **Assessment:** Providers emphasized the importance of accurately and holistically assessing the needs and barriers of jobseekers and learners. Several felt that the assessment process could be improved by focusing on client strengths rather than barriers (e.g., using a model such as “Sustainable Livelihoods”). The strengths-based approach to assessment could also extend to service planning, case management, and counselling to ensure that clients feel motivated and supported throughout their service pathway. The strengths-based practices already adopted by some providers were viewed as successful.

 **Case management:** Collaborative case management and service planning approaches, such as Motivational Interviewing, are other examples of the use of new beneficial techniques and approaches. This was noted to be particularly true for youth and jobseekers receiving income assistance where motivation, trust, and confidence were issues of concern. These approaches, when coupled with culturally sensitive services, community outreach and awareness building, are important components of service planning and coordination.

 **Employer engagement:** Strategic, coordinated employer engagement and job development is critical to successful service delivery. We heard that engaging early and often with an employer leads to higher rates of success through building familiarity and awareness with the jobseeker, trust with the service

provider, enhanced understanding of the jobseeker's post-employment needs, and an increased willingness to reach out for support after placement. Providers noted that many employers would prefer a single point of access to jobseekers; however, they were unsure if such an approach would be feasible under the current EO model. Although the current funding and performance management structure seems to promote competition among providers, they also expressed interest in more dialogue about a coordinated approach. Interestingly, providers had mixed views on the benefits and use of incentives or subsidies to increase employer engagement. More information on how to use wage subsidies strategically and most effectively depending on the local labour market context would be helpful. Additional employer issues are discussed in the Experience section.

Providers also told us about the various strategic sector-based models and partnerships that exist within the ecosystem. Many providers are actively engaged in strategic approaches, and have formed relationships with sector councils, industry leverage partners and business networks to leverage their labour market knowledge, increase communications channels, secure participation in training delivery, and better manage the employment placement and onboarding process.

 **Wraparound Support Provision:** Collaboration with community services to meet the wraparound support needs of jobseekers and learners was a prominent issue in discussions. Providers emphasized that working with community service agencies to support the personal and logistical needs of jobseekers (such as housing, childcare, financial security, mental health) increases the likelihood that they will make positive progress on their employment journey. The integration of employment and community services is a promising practice for ensuring seamless access to supports for jobseekers and learners. Some providers have developed a range of strategies for providing wraparound supports, including partnering with other organizations in the community, working directly with counsellors or social workers on site (sometimes on a volunteer basis), and accessing funding from non-EO sources for things like job-related clothing and work equipment.



Skills Assessment & Development: LBS providers strongly emphasized the need for strong skills assessment at the front end to better understand pre-employment training needs. Overall, providers identified a number of practices and needs related to jobseekers' skills and work experience gaps, including more effective referral and transition processes in and out of skills development programs, more short-term and customized training options, more sector-focused approaches, and better matching of skills training opportunities and jobs.



Local Planning: Providers emphasized that local planning efforts are critical to success in many communities, particularly in Northern, rural or suburban areas. Bringing together providers, employers, and other key stakeholders to build a shared understanding of community needs enables them to work together to meet these needs. In the case of urban providers, it prevents service duplication and reduces competition among providers. For rural and northern providers, collaboration with employers and local industry representatives ensures that service offerings are aligned with local labour market needs.

Culture/Environment

The section on *Governance* suggested that the current performance management system creates disincentives for collaboration and coordination among providers. Given the agreement around the importance of integrated, “seamless” service delivery for individuals, it is not surprising that providers articulated several needs related to collaboration and coordination both within and outside the EO network. They emphasized the importance of collaborating with EO and other employment and training service providers (and community resource providers – e.g., food banks) so that jobseekers and learners are referred to the right services at the right time.

Most providers see opportunities to strengthen connections with other providers, especially in relation to information sharing and timely referral processes. Several are already using innovative practices to increase collaboration and coordination in service delivery, such as co-location with other service agencies and sharing of information about employer needs and best practices

among EO providers. Most often, examples of collaboration are demonstrated in environments where fewer service providers exist; thus collaboration becomes a net plus for everyone's performance. In areas where there is a significant density of providers (which is not always proportionate to population), competition is far more common. Providers also recognize the opportunities to build on existing promising practices and strengthen collaboration within and outside the EO network.

Experience

Service providers are responsible for providing access to employment and training services for all Ontarians seeking assistance to find work. Ultimately, this involves developing mechanisms and the ability to identify and meet the needs of both the jobseekers and learners who want to enter the labour force, and the employers who want to hire them. Providers identified several areas in which improvements could be made.

Jobseeker/Learner Needs

According to service providers, greater emphasis needs to be placed on increasing the visibility and awareness of EO. Jobseekers and learners often do not know where to go for assistance when they are looking for work. Better outreach and marketing to increase their awareness of opportunities (or resourcing to the providers to do that for themselves) would help address this ongoing challenge.

Service providers were unanimous in their desire for a delivery approach that enables a more individualized, responsive and integrated approach to services and training for their clients. Flexibility is required to develop a training and support program that is specific to the individual needs and personal circumstances of a variety of clients. This would include approaches to:

- support management of client expectations around employment trajectories/possibilities; and
- provide timely engagement with minimal disruption of service (e.g., flexible cohort onboarding timelines, same day/location referrals).

Service providers identified four categories of jobseeker needs, along with examples of each (see table below).

Human Capital	Personal	Logistical	Labour Market Access
<ul style="list-style-type: none"> ▪ Opportunities to develop skills that are aligned with available jobs in the local labour market ▪ Digital literacy skills ▪ Literacy and basic skills ▪ Language and technical language skills ▪ Employability and soft skills 	<ul style="list-style-type: none"> ▪ Overwhelming need for capacity in support of mental health matters ▪ Capacity to address intrinsic lack of motivation ▪ Culturally competent approaches and programs for minority groups (e.g., Indigenous, newcomers) 	<ul style="list-style-type: none"> ▪ Transportation challenges in rural, small, suburban and urban areas, specifically, travel distance, cost, and availability ▪ Needs related to financial instability such as childcare, housing, and health/dental care 	<ul style="list-style-type: none"> ▪ Demographic or other impediments caused by employer perceptions (e.g., persons with disabilities, individuals within the criminal justice system, Indigenous, newcomers)

Employer Needs

We asked service providers for their opinions on the overall needs of employers. Providers highlighted the importance of establishing close working relationships with employers to first understand their hiring needs and then to match clients with the right skills and opportunities to meet these needs. Much like jobseekers, employers have diverse needs that vary by employer type and industry. According to providers, employers need to be more aware of EO network service offerings and how they can help meet their talent needs. Some providers identified a significant educational need: they need to help employers understand and see the benefits/possibilities around engaging jobseekers who require additional supports, accommodations or training, even after they are on the job. Many providers pointed to their existing relationships with employers as evidence of their success in overcoming these challenges.

Despite these successful relationships, providers noted that employers feel overtaxed by the frequency of contact with providers and the number of points of contact used. Employers continue to ask them for a coordinated, single point of access, a mechanism that would also help with both the educational and awareness needs identified above.

The ability to find candidates with the right skills set is clearly of importance to employers. Providers highlighted the same variation in employer needs across different labour market contexts that previous reports have noted. Overall, employability skills are often seen as more valuable than technical skills. Many employers are willing to provide job-specific training to new employees as long as these employees are prepared for the expectations of the workplace. This is particularly true in regions with rising labour market shortages, where employers are struggling to fill positions and are looking for alternative talent sources. However, even in these cases, many providers experience challenges in adequately preparing clients with multiple barriers to meet employer hiring needs.

Four categories of employer needs, and examples of each, were identified by providers (see table below).

Administrative	Financial	Informational	Labour Market
<ul style="list-style-type: none"> ▪ Overwhelming agreement on the need for a single/ coordinated point of access with fewer touch points ▪ Minimized paperwork or procedures/hoops 	<ul style="list-style-type: none"> ▪ Unanimous agreement on the need for capacity around training and support pathways/ programs for employers engaging multi-barriered jobseekers 	<ul style="list-style-type: none"> ▪ Clarity in what is offered to employers and which “clients” qualify for programs ▪ Increased awareness of what is offered and how providers can help fill talent needs 	<ul style="list-style-type: none"> ▪ Capacity to train/ retrain workers for available jobs during labour market shortages ▪ Channels to communicate and plan for current and future talent needs

Next Steps

This document summarizes the collective set of issues that we heard from the providers responsible for the implementation of EO services. Finding innovative ways to address these issues requires the participation of all stakeholders across the system (e.g., employers, jobseekers, learners, funders, policy developers, community partners).

When asked how OCWI could help address the needs outlined in this document and support more effective service delivery, providers suggested that we:

- continue to engage with them directly to identify priority needs with the most relevance for their communities;
- conduct research and evaluation to strengthen service practices in the sector; and
- share promising and evidence-informed practices within and across service provider networks.

The themes and issues that emerged from our conversations with providers will provide the foundation on which OCWI will build an informed, evidence-based set of priorities and activities. We will take what we learned, together with additional research into the state of knowledge and practice, and identify areas where we think we can have the greatest impact in driving innovation in workforce development across Ontario. We will make these priorities, along with upcoming funding opportunities and initiatives, publicly available on our website in March 2017.

We would like to thank all the providers who engaged in discussions with us in 2016 for adding their voices to our efforts and participating in an ongoing, collaborative conversation about the future of workforce innovation in Ontario. We look forward to working with you as we move forward with our priorities and portfolio development.

Appendix A - Interview Guidelines

OCWI Stakeholder Engagement Interview Guide for Employment Service Providers

This interview is part of OCWI's stakeholder engagement strategy that is looking to gathering information to help inform the next stage of OCWI's development. Please note, this interview is confidential and all information gathered during this process will only be presented in aggregate as part of an overall report and will contain no information that could be used to identify a particular respondent.

This interview will take no longer than an hour and a half. In advance we appreciate your time in participating in this important work.

Clients

1. Who are your core client base in terms of demographics?
(e.g. educational attainment, minority groups, stage of life)
2. What kinds/types of clients does your agency serve well? Why?
3. What groups of clients do you have challenges with? Why?
4. What's the most important obstacle to serving them better?
How would you address this obstacle?
5. What changes (reforms, initiatives) would make the most difference in serving these groups (or serving them better)?
6. Are there groups/clients that are the focus for programming [either your agency or locally] who should no longer be a priority? Explain. [e.g. clients who would likely get jobs without additional supports, groups who aren't being well served, groups who receive disproportionate attention, etc.]

Effective Programming

1. What are the most effective programs that you know about (aside from their own)? What makes them effective?
2. Are there other promising practices that you're excited about? What makes them exciting to you?
3. What is the single most important thing that government (any level) could do – aside from providing additional funding – that would support more effective programming?
4. What is the single most important thing that your agency could do that would support more effective local programming?
5. If you/your program or service were given two Full Time Staff (ongoing), how could these staff be used in ways that would contribute to making your programming more effective?
6. If you could have 2 more FTE's what would you use them for?

Employers

1. How effectively do you feel your organization engages with employers? Why?
2. If well, what in particular does your organization do to engage with employers?
3. If not that well, what opportunities/approaches could your organization use to better engage employers in your community?

Challenges and Opportunities

1. What are the (one or two) most important needs/gaps that are not being addressed locally? What needs to/could happen for these needs/gaps to be addressed?
2. When it comes to your employment services, what do you think is most effective?
3. What is the biggest challenge your employment counsellors or job developers face in assisting job seekers?

The OCWI

1. If it was up to you, what is the single most important issue the OCWI would focus on? More specifically, how would it help local job seekers or businesses?
2. Do you have any additional comments that may be relevant to the work of the OCWI.

Thank you for your time for taking part in this process.

Appendix B - List of Participants in Early Consultations

1000 Islands Region Workforce Development Board
Ares Staffing Solutions
Business Council of Canada/Conseil canadien des affaires
Canadian Centre for Policy Alternatives/Centre canadien des politiques alternatives
Canadian Skills Training & Employment Coalition
Chiefs of Ontario
CivicAction
COSTI Immigrant Services
Council of Ontario Universities
Durham Region Employment Network
Earl Horst Systems
Far NorthEast Training Board/ La Commission de formation du nord-est
Focus Community Development Corporation
GardaWorld
Halton Industry Education Council
Hilton Hotel and Suites Niagara Falls Fallsview
Industry Education Council of Hamilton
Kings College, University of Western Ontario
Lakehead University
Local Employment Planning Council, Durham Region
Local Employment Planning Council, London-Middlesex-Oxford-Elgin
Local Employment Planning Council, Peel-Halton
Local Employment Planning Council, Peterborough
Local Employment Planning Council, Thunder Bay
Metis Nation of Ontario
Niagara College
ONESTEP (Ontario Network of Employment Skills Training Projects)
Ontario Tourism Education Council
Ottawa Employment Hub
Raising the Roof
Royal Bank/Banque Royale du Canada

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