

SkillsAdvance Ontario (SAO): Pilot Evaluation 2016-2018

FINAL REPORT

Ministry of Labour, Training, and Skills
Development

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1. Executive Summary

As part of work by the Ministry of Labour, Training, and Skills Development (MLTSD) to modernize and transform Ontario's employment and training services, the SkillsAdvance Ontario (SAO) Pilot was launched in November 2016 with the intention of supporting workforce development in identified key growth sectors.

The pilot funds sector-specific projects to develop partnerships that connect employers with the employment and training services required to recruit and advance workers with the right essential, technical, and employability skills. These projects also support jobseekers to obtain employment by providing them with sector-specific employment and training services and connecting them to the right employers.

SkillsAdvance Ontario embodies a sector-focused strategy that is meant to take into consideration the dynamic nature of regional economies and labour markets, as well as the evolving requirements of different industrial sectors. SkillsAdvance Ontario projects provide the ministry the opportunity to test the effectiveness and efficiencies of sector-focused, partnership-based programming.

As part of the SAO pilot, the MLTSD contracted with CCI Research Inc. (CCI Research) to administer the SAO Pilot Evaluation which consisted of surveying SAO jobseekers and employers, as well as a comparison group (Employment Service (ES) with and without Literacy and Basic Skills (LBS)).

Relevant administrative data was collected by participating workforce intermediaries about SAO jobseekers, including demographic information and a job and basic skills assessment. Following their participation in SAO (which could be an on-the-job training period or training course), jobseekers were contacted to participate in three follow-up interval surveys at 6-, 12-, and 18-months post-SAO training or placement. Employers were also contacted at 6-month intervals to participate in a follow-up survey on perceptions and outcomes with SAO.

Due to changes for some of the projects (e.g., revised intake schedules), which resulted in some participants not being included in the interval surveys within the planned timeframe, an additional "one-time" survey was conducted with all remaining jobseekers and employers who were not included in the interval surveys. Survey questions addressed employment status, education and training, characteristics about current job(s), and feedback about the SAO program.

The following report addresses and outlines the survey results and provides analysis on the reach, delivery, and effectiveness of SAO.

1.1 Program Reach

The SAO pilot was designed to connect jobseekers who are distant from the labour market to employers with identified vacancies in low- and medium-skilled occupations



that do not require a postsecondary-level education.

Overall, administrative data for the SAO jobseeker population (n = 1,023) shows that the majority tended to have poor job skills, a history of low-income, and identified as requiring pre-job development skills (61%). About one-third (35%) had a recorded history of poor job retention, and about half (51%) had been out of work for at least six months.

While the age of SAO jobseekers ranged from 18 to 67, the largest cohort of SAO jobseekers was between the ages of 18-29 (39%), followed by the ages of 30-39 (29%) which makes up 68% of the total participant population. Participants between the ages of 40-49 also made up 20% of total population. Overall, 88% of participants were between the ages of 18 to 49.

In terms of education level, 25% had not completed high school, 39% had completed high school, and 31% had completed at least some postsecondary education.

Thus, examination of the demographics of the SAO population supports that the pilot is reaching its target population.

1.2 Program Delivery

Jobseekers

Survey questions related to program delivery addressed how SAO was experienced by both jobseekers¹ and employers, including what worked well and what could be improved regarding the services received.

For the 6-month interval surveys, only a small minority of SAO jobseekers indicated that they used post-placement employment services (n = 9 at 12-months and n = 4 at 18-months).

When reporting what worked well during their participation in SAO, “classroom learning and teachers” (15%-29%), “personal growth” (12%-36%), and “general satisfaction with SAO” (12%-16%) featured among the top responses for the 12-month, 18-month, and one-time jobseeker surveys.

The one-time survey included an additional question regarding satisfaction with SAO financial supports meeting individual training needs. Within the one-time survey overall sample, 41% (n = 339 out of 835) were recorded as having used SAO financial supports. Of the 300 respondents who completed the one-time survey, a total of 43% (n = 129 out of 300) were recorded as having used financial supports during their

¹ These Delivery questions were included only in the 12-month, 18-month, and one-time surveys for program participants, but not the 6-month survey. For list of questions, refer to appendix D.



participation. Of these respondents, 80% reported satisfaction with the financial supports in meeting their training needs.

When asked what did not work, “nothing or no problems” (35%-53%) was the top consistent response for the 12-month, 18-month and one-time jobseekers surveys. However, “dissatisfaction with training” did feature prominently in the 12-month, 18-month, and one-time (7-9%) surveys.

When asked what improvements could be made to SAO, “nothing to improve” (42%-58%) was the top response. However, “better training” was the second most frequently mentioned area for improvement (9-16%).

Overall, these findings coincide with the fact that more than 70% of survey respondents would also be willing to recommend the SAO program to others across the 12-month, 18-month, and one-time surveys (71%-79%).

Employers

For employers², the large majority were satisfied with the soft skills, foundational skills, and technical skills of jobseekers. Additionally, most employers were pleased with the services they received from SAO, found them useful, and would recommend SAO to other companies looking to fill-in their skill gaps.

1.3 Program Effectiveness

Jobseekers

Across the 12-month, 18-month, and one-time surveys³, the majority of respondents agreed that SAO improved their:

- employability skills (68%-88%)
- general work skills (69%-81%)
- job-specific skills (68%-81%)

Likewise, most agreed that SAO helped them improve skills to both find (70%-90%) and keep a job (70%-82%). Furthermore, the majority of 12-month (86%), 18-month (81%),

² It is of note that only two employers completed a survey 6 months after the end of their jobseeker placement cohort, while the remaining surveys included 10 to 14 employer respondents. Therefore, employer results are based on the 12-month, 18-month, and one-time surveys and should be interpreted with due caution based on the total numbers of respondents.

³ A total of 60-66 SAO jobseeker participants completed the 6-month, the 12-month, and/or the 18-month survey(s). Respondents may have completed the 6-month survey, the 12-month survey, the 18-month survey, or all three of these surveys, and therefore these interval groups do not necessarily represent the same respondents. Not all questions were asked in all surveys (see Appendix). A total of 300 SAO jobseeker participants completed the one-time survey. The one-time survey respondents are not the same as the 6-month interval survey respondents.



and one-time survey (68%) respondents also agreed that the SAO training activities addressed their needs.

SAO survey respondents were more likely to be working than both the ES with LBS and ES without LBS respondents (68% vs. 27%-29%) at the 6-month survey and were more likely to be working than ES without LBS group (60% vs. 38%) at the 12-month survey. However, there was no difference between groups at 18-months (65% for SAO, 58% for ES with LBS, and 48% for ES without LBS).

The consistent top reason for not working across all interval SAO surveys and the one-time survey was that jobseekers “want to work but can’t find a job/ looking for a job/better job” (38%-56%). Second and third top reasons varied among surveys and projects.

More survey respondents were working within the same industry area as their SAO training at the 6-month and 12-month surveys (62%-65%) than at the 18-month survey (49%). However, for those working outside of their trained industry, about half or more (52%-64%) perceived that SAO still improved job-related skills (both for finding jobs and for on-the-job skills).

Most participants were still working for the same employer at 6-months (72%), 12-months (61%), and at the one-time survey (68%), but less than half reported working for the same employer at the time of the 18-month survey (36%).

Regardless of where they were employed, the majority of those who were working reported having the same or more job responsibilities across the 6-, 12-, 18-month, and one-time surveys (55%-75%). Also, 30% to 44% reported holding a higher job position than when they started training.

When it came to the number of hours worked in a week, weekly wages, and hourly wages, no significant differences were found between the SAO, ES with LBS, and ES without LBS groups at 6-, 12-, and 18-months.

For all interval surveys and the one-time survey:

1. Average weekly hours worked ranged from 33.2 hours to 40.9 hours.
2. Average weekly wages ranged from \$560.83 to \$739.77.
3. Average hourly wages ranged from \$16.80 to \$18.60.

While males (\$19.39) were found to have higher hourly wages than females (\$15.75) within SAO one-time results, these findings may be attributed to the sector of employment.

Job satisfaction was found to be high among the interval and one-time SAO survey respondents (73%-87%), but no significant differences were found between SAO and ES with LBS or ES without LBS.



Employers

Overall, employers for the 18-month survey tended to agree that SAO addressed filling in skill-gaps, providing tangible benefits, and providing job-ready participants. Results were mixed for the 12-month and one-time surveys, although most employers from both surveys agreed that the SAO participants provided to them were job-ready (3 out of 5 employers and 5 out of 6 employers respectively, for the 12-month and one-time surveys).

Of the employers who responded to the survey, less than half of 12- and 18-month employers reported that there were jobseekers who did not secure a work position at the company after completing their trial period (4 out of 10 employers and 3 out of 11 employers, respectively), while more than half of one-time survey employers indicated that there were jobseekers who did not secure a work position at the company after completing their trial period (10 out of 14 employers respectively). Top reasons that employers provided for not securing a position after a trial period were related to ongoing absenteeism or punctuality followed by poor overall job performance.

When asked what percent of SAO jobseekers (initially hired on) were still working for their company at the time of the survey, more than half of employers indicated that less than 50% were still working for their company at the 12-month, 18-month, and one-time surveys.

1.4 Overall Summary

The SAO pilot was determined to have reached its intended target group. This included individuals who required intensive skills training, had a history of poor employment, low household income, and/or low levels of employment-related skills and essential skills.

Overall, survey results suggest that both jobseekers and employers generally had positive experiences with SAO and were satisfied with program delivery. Along these lines, SAO jobseekers tended to agree that their employability skills, general work skills, and job-specific skills improved as a result of their participation in SAO (68%-88% total agreement across all participants in all surveys), and that the program also helped them to improve skills they could use to find and keep a job (70%-90% total agreement across all participants in all surveys). Meanwhile, the majority of employers at the 12-month survey (7 out of 10), 18-month survey (8 out of 11), and one-time survey (9 out of 14) did not report any suggestions for improvement to SAO in general.

For employers that did provide suggested improvements, some key themes were improving training/preparation, addressing jobseeker attitudes in terms of preparation for work, and reducing absenteeism. However, the large majority of employers at the 12-month survey, 18-month survey, and one-time survey were pleased with the services they received from SAO and the large majority found the services useful.

When it came to employment outcomes, SAO jobseekers were more likely to be working at 6-months post-SAO training or placement compared to both ES groups (68%



for SAO vs. 27%-29% for ES). These differences are not apparent in the long-term at 12-months (60% for SAO vs. 38%-54% for ES) and 18-months (65% for SAO vs. 48%-58% for ES). Additionally, wages and weekly hours were not found to be different between the different groups at any survey interval or for the one-time survey.

The top reason for not working was related to respondents being willing but unable to find a job or looking for a job/better job (38%-56% across all surveys). Another reason that stood out prominently was the fact that 45% of respondents at 18-months indicated injury, illness or disability for not being able to work. As well, about one-third (35%-38%) of 18-month and one-time survey respondents indicated that they were waiting for replies from employers.



2. Introduction

2.1 Purpose of the Evaluation

The *SkillsAdvance Ontario* (SAO) pilot is intended to provide the Ministry of Labour, Training, and Skills Development (MLTSD or “the Ministry”) with the opportunity to test the effectiveness and efficiency of sector-focused, partnership-based employment and work skills training programming. Specifically, the SAO pilot is designed to fill employment gaps (available job positions) identified by Ontario employers in specific industry sectors.

Between December 2017 to June 2019, the Ministry of Labour, Training, and Skills Development (MLTSD or “the ministry”) undertook an evaluation of the SAO pilot to assess the effectiveness of sector-focused, partnership-based employment and workplace skills training.

The evaluation objectives include:

- i. Assessing the employment and employability outcomes of SAO jobseekers, including skills development;
- ii. Examining SAO jobseekers’ outcomes over time and for various socio-demographic groups;
- iii. Assessing the effectiveness of SAO in meeting employer needs; and,
- iv. Assessing the effectiveness of sector-focused, partnership-based employment training services.

2.1.1 SAO Pilot Background

The SAO pilot was designed to support workforce development by funding industry-specific partnerships with workforce intermediaries and employers in order to fill employment gaps in identified key growth sectors. This enabled the development of employment and training services that recruit and advance workers with the right essential, technical, and employability skills. The SAO pilot is also intended to support jobseekers in obtaining employment by providing them with sector-specific employment and training services, as well as connecting them with the right employers⁴. The pilot was designed to meet the following objectives:

- to be employment sector-focused in all aspects of delivery, including skills training and pre-employment, employment, and post-employment services;

⁴ <http://www.tcu.gov.on.ca/eng/eopg/programs/sao.html>



- to be responsive to employer demand, i.e. responding to employers' skills requirements for identified vacancies and to the local economy; and
- to be advancement-focused, i.e. preparing jobseekers not only to obtain employment, but to succeed and advance in employment.

2.1.2 SAO Service Components

The face-to-face SAO service components included recruitment, pre-employment services, essential and technical skills training, employment services such as job matching and placement, and post-employment services such as retention and ongoing case management. These service components were all mandatory.

2.1.3 SAO Program Eligibility for Jobseekers

The selection criteria for SAO jobseeker participation were that the participants:

- required an intensive skills and training intervention to obtain and advance in employment;
- had a poor employment history (e.g., long-term unemployment, underemployed, or precarious employment, including interruptions in work history);
- had low household income (e.g., below the Statistics Canada Low Income Measure, or dependence on non-employment income sources such as social assistance or employment insurance benefits);
- had low levels of employment-related skills (e.g., does not possess a postsecondary-level diploma / degree or trades certification, or requires essential skills training / upgrading)⁵.
- were interested in pursuing a career in the identified sector and demonstrated potential for success in the program and for subsequent employment in vacancies which were currently available.

2.1.4 SAO Employer Roles

Employers had multiple roles or functions in the SAO sector-focused employment and training pilot. Specifically:

- Employers could be partners in the development and delivery of sector-focused employment and training services.
- Employers could also be clients benefiting from access to a pool of workers that have the right essential, technical, and employability skills, from which they could recruit and fill entry-level vacancies in their workplaces.

⁵ Essential skills (e.g., literacy, math) levels were determined by administering essential skills assessment tests.



It should be noted that the employers that were invited to participate in the pilot all provided some type of job placement or job trials, and therefore were able to provide feedback on the program from various perspectives.

2.1.5 Workforce Intermediary Roles

The workforce intermediaries within the SAO pilot each acted as a workforce intermediary between MLTSD, employers, and jobseekers. Workforce intermediaries were selected based on their regional location and ability to fulfill a number of roles described below. The role of the workforce intermediary was not limited to working with the employer and jobseekers, but also involved finding and assigning suitable training providers (or directly providing training themselves) for jobseekers.

With respect to jobseekers, the role of the workforce intermediaries included coordinating pre-employment and employment services, job placement, and post-employment services. For employer partners, the role of the workforce intermediaries included management and distribution of funding, properly filling placement position vacancies, and overcoming any additional employment barriers and gaps faced by the employer.

Table 2-1 provides a summary of the workforce intermediaries involved in SAO including their industry area, region and location in Ontario, and the number of jobseeker participants associated with each. Additionally, a table in Appendix A provides a more in-depth look at each project's description.

Table 2 – 1: SAO Workforce Intermediaries, Project Names, and Locations

Workforce Intermediary	Local Project Name	Sector/ Industry Area	Region	Location	Number of SAO Jobseeker Participants
YMCA of Greater Toronto	Construction Connections	Construction	Central	Toronto	293
Hospitality Workers Training Centre	NA	Hospitality & Food Service	Central	Toronto	196
Four County Labour Market Planning Board	connect2SKILLS	Manufacturing	West	Walkerton	89



Workforce Intermediary	Local Project Name	Sector/ Industry Area	Region	Location	Number of SAO Jobseeker Participants
Quinte Economic Development Commission	Elevate Plus	Manufacturing	East	Belleville Cobourg Trenton	178
Supercom Industries Limited	NA	Utilities	North	Thunder Bay	267



1. SAO Pilot Evaluation: Methodology

1.1 Key Evaluation Questions

The key evaluation questions for SAO jobseekers include:

- To what extent is the SAO pilot attracting participants who are distant from the labour market?
- To what extent do training and/or job trials lead to job placements?
- To what extent have participants increased their technical, essential, and employability skills?
- To what extent has participation in the SAO pilot had an impact on the participants' employment outcomes?
- To what extent do participants attain employment with the same responsibilities as their placement in the company and/or sector of training?
- To what extent do participants return for post-employment services?
- To what extent does participation in the SAO pilot had an impact on the participants' employment outcomes?

Employer participation in the SAO program is examined through the following questions:

- To what extent do employers find participants to be job-ready at the beginning of the placements?
- To what extent are employers hiring and/or retaining participants after completion of training and/or job placements?
- To what extent does SAO training and pre-employment services enable employers to meet their workforce development needs?
- To what extent are partnerships between workforce intermediaries, training providers, and employers strengthened through SAO?
- To what extent do employers attribute increased capacity in the targeted skills area to the SAO pilot?

1.2 Overview of Surveys

The surveys that formed the basis for this evaluation were as follows:



1. SAO Jobseeker Participants: 6-month Interval Surveys

A 6-month interval study of SAO participants was conducted by administering surveys at 6-, 12-, and 18-months after their participation in job-related activities (e.g., job placement or job trial)⁶.

The sample frame for recruitment consisted of a total of 188 participants. Demographic characteristics for the sample frame are provided in Table 3-1, response rates are provided in Table 3-2, and Table 3-3 provides a break-down by project and workforce intermediary. The 6-, 12-, and 18-month SAO jobseeker surveys (see Appendix D) were administered from December 12, 2017 to June 30, 2019. The average response rate across the SAO jobseekers interval surveys was 37%.

2. ES Jobseeker Participants: 6-month Interval Surveys

To measure the impact of the SAO pilot on participant outcomes, MLTSD identified and provided a comparison group of Employment Service (ES) participants⁷ based on key socio-demographic characteristics:

- Region
- Indigenous status
- Labour force
- Poor work retention
- Employment experience
- Time out of school
- Employment skills
- Source of income
- Gender
- Education
- Age
- Designated group (Visible Minority, Disability, Newcomer, Francophone, Deaf Hearing)

⁶ While the intention of the 6-month interval study was to survey jobseekers at each period in a repeated-measures approach, not all of the surveyed jobseekers participated in each interval (i.e., they may have participated in any one, any two, or all three of the 6-month interval surveys). Thus, the 6-, 12-, and 18-month intervals in this study could include the same or different sample participants as other survey time periods.

⁷ These ES jobseekers were matched with SAO jobseekers by MLTSD based on key socio-demographic characteristics through a pattern classification algorithm called "Propensity Score Matching" which selected members for the ES group so that the overall distribution of key socio-demographic characteristics resembled those of the SAO group. See Appendix E for additional details.



Specifically, ES was selected as a comparison group because it has similar objectives and service delivery components to SAO, even though SAO provides more focused and intensive skills training and is based on input from employers (i.e., is aligned with identified gaps by participating employers).

To provide additional evidence for comparison, ES participants were split into two groups: those who participated in Literacy and Basic Skills training (referred to as “ES with LBS”) and those who did not (“ES without LBS”). The additional comparison group of ES participants who received LBS training was done to account for the more intensive essential skills component of SAO.

The sample provided by MLTSD consisted of 505 participants, including those with LBS training and those without LBS training. Specifically, these participants included:

1. ES jobseekers who also took LBS training (ES with LBS) (n = 162)
2. ES jobseekers who did not take LBS training (ES without LBS) (n = 343)

The 6-, 12-, and 18-month ES jobseeker surveys (see Appendix D) were administered from May 5, 2018 to June 30, 2019. ES comparison group participants were asked the same survey questions as the SAO group about their employment status, education and training, and characteristics about their current job(s). The ES with LBS and ES without LBS groups each had an average response rate of 28% across the 6-, 12-, and 18-month surveys.

3. SAO Employer Participants: 6-month Interval Surveys

A 6-month interval study of SAO employers was conducted by administering surveys at 6-, 12-, and 18-months after the ending of an SAO job placement or job trial training cohort⁸.

Specifically, potential employer survey participants were contacted and recruited based on the completion of a job placement/trial with an SAO jobseeker trainee cohort (group) at their business at approximately the 6-month, 12-month, and 18-month survey periods. There was a total of 31 employers available for contact for this survey.

SAO employer response rates are provided in Table 3-1. The 6-, 12-, and 18-month employer surveys (see Appendix D) were administered from January 7, 2018 to June 30, 2019. The average response rate was 34% across the employer interval surveys.

⁸ Similar to jobseekers, the 6-, 12-, and 18-month intervals in this study could include the same or different employers as other survey time periods.



4. SAO Jobseeker Participants: One-time Survey

In addition to the interval surveys, a one-time survey of SAO jobseekers after their participation had ended was also conducted with no specific post-SAO time follow-up. This survey was administered to a separate sample of SAO jobseekers (the remaining participants who were not contacted for the interval surveys) and covered similar questions as the 6-month interval surveys. No comparison group was established for this cohort.

SAO jobseekers participating in the one-time survey met the same eligibility criteria and went through the same recruitment method as their 6-month interval survey counterparts. The one-time survey was implemented due to changes for some of the projects (e.g., revised intake schedules), which resulted in some participants not being included in the interval surveys within the planned timeframe. Thus, the one-time survey, with questions similar to the 6-month interval surveys, could account for jobseekers who were not included in the interval surveys.

The one-time jobseeker survey (see Appendix E) was administered from April 20, 2019 to June 30, 2019. The administrative data provided by MLTSD consisted of a total of 836 participants. The response rate for this survey was 36%. Table 3-2 provides a break-down of response rates by project.

5. SAO Employer Participants: One-time Survey

A one-time survey of SAO employers was conducted through a post-SAO survey coinciding with the end of an SAO job placement or job trial training cohort with no specific post-SAO time follow-up. This survey was administered to a separate sample of SAO employers and covered similar questions as the 6-month interval surveys.

SAO employers participating in the one-time survey met the same eligibility criteria and went through the same recruitment method as their 6-month interval survey counterparts. Similar to the one-time survey for jobseekers, the one-time survey for employers could account for employers who were not included in the interval surveys.

The one-time employer survey (see Appendix E) was administered from May 28, 2019 to June 30, 2019. There was a total of 32 employers available for contact for this survey. The response rate for this survey was 37%. Table 3-2 provides a break-down of response rates by project.



1.3 Evaluation Methods

3.3.1 Administrative Data

Following the evaluation project start-up in October 2017, CCI Research and MLTSD worked together to develop a data transfer procedure between their respective SAO database storage systems. At specific time intervals during the study, MLTSD provided CCI Research the pre-survey data for each SAO and ES participant⁹, while CCI Research sent back the collected survey data associated with each respondent and their pre-survey data.

Pre-survey data information for participants included SAO jobseeker, ES jobseeker, and employer datasets with information, as applicable, on:

- Demographic characteristics (e.g., gender, age, education level, Canadian citizenship)
- Essential skills and training pre-assessment
- Contact information (e.g., first and last name, email address, mailing address, phone number)
- Workforce intermediary and local employment program information
- Employer and placement information (e.g., business name, location, placement position)
- Start and end dates of the job placement and participation in the program
- Preferred language
- Region within Ontario

The demographic characteristics, essential skills, and training pre-assessment data was used to evaluate the extent to which the SAO population was able to “reach” and generalize towards the pilot’s intended population.

Section 2 provided the characteristics of the intended population(s) within Ontario for which SAO was designed, which was used as a benchmark for comparison with the SAO population. Section 3.5 provides a summarized version of the SAO population and sample characteristics. A more detailed version can be reviewed in Appendix C.

After the survey closed, any collected survey data was linked to the pre-survey data for each SAO jobseeker and employer participant as well as for each ES participant, and then transferred from CCI Research to MLTSD.

⁹ See section 3.5 for explanation of ES participants as comparison group for SAO pilot.



3.3.2 Survey Administration

For the 6-month interval jobseeker surveys, SAO and ES jobseeker participants were contacted and recruited by CCI Research following the ending of their employment program (which could include job placement or job trial) at approximately the 6-month, 12-month, and 18-month post-SAO periods.

For the 6-month interval employer surveys, SAO employers were contacted to participate in 6-, 12-, and 18-month surveys following a job placement or job trial offered by the employers' period for each training cohort of jobseekers.

The contact approach for all groups within the study consisted of a multi-method communication strategy that used invitation letters, an invitation email, and three reminder emails in support of online survey completion. In addition, the survey was administered via telephone interview for those with no email contact information and as additional attempts for those who did not provide a response to the online survey.

1.4 Survey Instruments

Each survey was designed for specific sample group(s) (i.e., SAO jobseeker, ES jobseeker, SAO Employer) and a specific time period (i.e., 6-month, 12-month, and 18-month surveys, as well as a one-time survey). Survey questions addressed a variety of topics including employment status, characteristics about jobseekers' current job(s), and satisfaction with the training and skills they obtained through the SAO program. For more detail on survey content and how it addressed the key evaluation questions, see Appendix D.

1.5 Comparison Group

To understand the impact of the pilot on the participants' outcomes, the evaluation established a comparison group from Employment Service (ES) participants that serves as the "counterfactual" of what would have happened in the absence of the program - a key requirement in determining whether a program is related to a particular outcome.

In order to provide information about the characteristics that comprised the SAO jobseeker population and the ES comparison samples and their comparability to one another, the demographic summary characteristics of the two ES samples being compared with the overall SAO population is provided in Table 3-3.

Overall, the ES and SAO populations were comparable with one another based on an applied propensity matching algorithm for ensuring close matching between the population and samples¹⁰.

¹⁰ Although not apparent in this table, propensity score matching not only matches different groups along similar covariates (i.e., demographic characteristics), but these covariates are also matched to have similar population distributions as well.



Table 3-3: Population and Sample Demographic Characteristics for SAO and ES Jobseekers*

Demographic	SAO (n = 1,023)	ES With LBS (n = 162)	ES Without LBS (n = 343)
Gender	<ul style="list-style-type: none"> 74% male 26% female 	<ul style="list-style-type: none"> 67% male 33% female 	<ul style="list-style-type: none"> 70% male 30% female
Age	<ul style="list-style-type: none"> Average age is 35 years old 39% are 18-29 years old 32% are 40+ years old 	<ul style="list-style-type: none"> Average age is 40 years old 28% are 18-29 years old 44% are 40+ years old 	<ul style="list-style-type: none"> Average age is 40 years old 24% are 18-29 years old 46% are 40+ years old
Social Living	<ul style="list-style-type: none"> 78% are single, divorced, separated, or widowed 	<ul style="list-style-type: none"> 71% are single or separated 	<ul style="list-style-type: none"> 65% are single, separated, divorced, or widowed
Education	<ul style="list-style-type: none"> 31% have at least some postsecondary education 25% did not complete high school 	<ul style="list-style-type: none"> 34% have at least some postsecondary education 30% did not complete high school 	<ul style="list-style-type: none"> 37% have at least some postsecondary education 25% did not complete high school
Time Out of School	<ul style="list-style-type: none"> 49% have been out of school for more than 6 years 	<ul style="list-style-type: none"> 31% have been out of school for more than 6 years 	<ul style="list-style-type: none"> 55% have been out of school for more than 6 years
Canadian Citizenship & Newcomers	<ul style="list-style-type: none"> 7% classified as 'Newcomers' 14% classified as non-citizens 	<ul style="list-style-type: none"> 5% classified as 'Newcomers' 10% classified non-citizens 	<ul style="list-style-type: none"> 6% classified as 'Newcomers' 11% classified non-citizens
Potential Social/Job Barriers	<ul style="list-style-type: none"> 12% Visible Minorities 9% Disabled 23% Indigenous 	<ul style="list-style-type: none"> 16% Visible Minorities 25% Disabled 12% Indigenous 	<ul style="list-style-type: none"> 11% Visible Minorities 19% Disabled 17% Indigenous
Source of Income	<ul style="list-style-type: none"> 17% reported having no main income source 70% have EI, OW, ODSP, or are a dependent recipient of OW/ODSP for their main income source 	<ul style="list-style-type: none"> 24% reported having no main income source 65% have EI, OW, ODSP, or are a dependent recipient of OW/ODSP for their main income source 	<ul style="list-style-type: none"> 31% reported having no main income source 52% have EI, OW, ODSP, or are a dependent recipient of OW/ODSP for their main income source
Pre-Employment Assessment	<ul style="list-style-type: none"> 61% need pre-job skill development 35% have poor work retention history 51% have been out of work for at least 6 months 	<ul style="list-style-type: none"> 70% need employment skills development 24% have poor work retention history 	<ul style="list-style-type: none"> 67% need employment skills development 44% have poor work retention history

* The demographic data for the SAO jobseeker and ES respondents is provided in further detail Appendix C.



1.6 Survey Response Rates

Response rates and margins of error for each survey are provided in Table 3-2 and the response rate breakdown by project is provided in Table 3-3.

Table 3 -1: Response Rates and Completion Rates by Sample Group

Sample Group	Survey Period	Survey Respondents (n)	Participant Sample (N)	Response Rate (n/N)	Margin of Error*
SAO Employers	6-Month	2	9	22%	NA
SAO Employers	12-Month	10	28	36%	NA
SAO Employers	18-Month	11	31	36%	NA
SAO Employers	One-Time	14	38	37%	NA
SAO Jobseekers	6-Month	66	136	49%	8.7%
SAO Jobseekers	12-Month	62	188	33%	10.2%
SAO Jobseekers	18-Month	60	188	32%	10.5%
SAO Jobseekers	One-Time	300	836	36%	4.5%
ES Jobseekers with LBS Training	6-Month	24	113	21%	NA
ES Jobseekers with LBS Training	12-Month	55	162	34%	10.8%
ES Jobseekers with LBS Training	18-Month	45	162	27%	12.5%
ES Jobseekers without LBS Training	6-Month	56	228	25%	11.4%
ES Jobseekers without LBS Training	12-Month	102	343	30%	8.2%
ES Jobseekers without LBS Training	18-Month	97	343	28%	8.4%

* Margins of error are calculated with the assumption of a 50% result and a 95% confidence level. Due to small sample frame sizes, margins of error are not reported for certain sample group results.

Table 3-2: Response Rates by SAO Project

Sample Group**	Survey Period	Survey Respondents (n)	Participant Sample (N)	Response Rate (n/N)	Margin of Error*
Construction Connections	6-Month	17	34	50%	NA
Construction Connections	12-Month	18	35	51%	NA
Construction Connections	18-Month	14	35	41%	NA



Sample Group**	Survey Period	Survey Respondents (n)	Participant Sample (N)	Response Rate (n/N)	Margin of Error*
Construction Connections	One-Time Jobseeker	94	258	36%	8.1%
Hospitality Workers Training Centre	6-Month	25	54	46%	NA
Hospitality Workers Training Centre	12-Month	19	73	26%	NA
Hospitality Workers Training Centre	18-Month	22	73	30%	NA
Hospitality Workers Training Centre	One-Time Jobseeker	59	123	48%	9.24%
Connect2SKILLS	6-Month	7	12	58%	NA
Connect2SKILLS	12-Month	4	12	33%	NA
Connect2SKILLS	18-Month	5	12	42%	NA
Connect2SKILLS	One-Time Jobseeker	27	77	35%	NA
ElevatePLUS	6-Month	17	36	47%	NA
ElevatePLUS	12-Month	21	68	31%	NA
ElevatePLUS	18-Month	19	68	28%	NA
ElevatePLUS	One-Time Jobseeker	37	110	34%	13.2%
Supercom Industries Ltd.	One-Time Jobseeker	82	267	31%	9.0%

* Margins of error are calculated with the assumption of a 50% result and a 95% confidence level. Due to small sample frame sizes, margins of error are not reported for certain sample group results.

**One respondent for the One-time survey did not have workforce intermediary/program data available and therefore is not included in the counts by SAO program.

1.7 Comparing Respondents, Samples, and Populations: Rationale for Generalizability

After reviewing the basic demographics of the full SAO and ES jobseeker groups that were available in the files provided for the study, an examination of the extent to which the SAO survey respondents' demographic data is reasonably comparable to their respective sample (n = 188 for the interval surveys) or sample (N = 300 for the one-time survey¹¹) was conducted (Table C-1 in Appendix C).

Additional comparisons considered whether the ES survey respondents matched the initial sample provided by the MLTSD along various demographic characteristics

¹¹ The one-time survey respondents were compared to the overall SAO population since the one-time survey sample was generally similar to the overall population and was comprised of the large majority of it.



(Tables C-2 and C-3 in Appendix C). While the ES population demographics are shown in their respective tables for illustrative purposes, the ES sample groups were not compared to the overall ES population (N = 49,750).

3.7.1 SAO Survey Respondents Compared to SAO Samples and Population

Overall, evaluations of the SAO respondent demographics suggest that they were mostly similar to their respective sample or population (Table 4-4 in Appendix C). Specifically, while there was some variation in the demographics of the respondents, SAO interval survey respondents appear to be reasonably comparable to the sample provided (n = 188), while the SAO one-time survey respondents appear to be reasonably comparable to the SAO population which included all contacts provided for the study (N = 1,023).

In terms of more consistent or larger differences, there was a tendency to see somewhat greater proportions of respondents who were not Canadian citizens or who were “Newcomers” among the interval respondents as compared to the sample provided for those surveys (n = 188), particularly for the 12-month and 18-month surveys¹².

In addition, while Indigenous representation for respondents in the interval surveys was comparable to that of the sample provided (n = 188), it was minimal overall for the interval surveys due to the project with greater numbers of Indigenous participants being included only for the one-time survey (Supercom Industries Inc.).

3.7.2 ES Survey Respondents Compared to ES Samples

ES survey respondents were also fairly representative of the samples which were provided by MLTSD and designed to be matched to SAO participants, although there was some tendency for females to be more likely to respond during the 12- and 18-month ES surveys while males made up the majority of the sample population (Tables C-2 and C-3 in Appendix C).

1.8 Strengths and Limitations of Study Design

Overall, the SAO pilot evaluation presents a complex study design intended to examine the SAO pilot from several perspectives. Therefore, it is important to note that the research design and methodology present a number of strengths and limitations.

3.8.1 Strengths

The strengths of the study include:

Access to full participant database

- The Ministry was able to provide full access to all participant data across the three 6-month interval surveys and the one-time survey. This allowed the study to invite all SAO jobseekers and employers to participate in the study. Access to

¹² Items of interest that are discussed in the text are highlighted in the relevant table for ease of reference.



a full population in any social research project is relatively uncommon and increases the validity of the study.

Demographic representativeness

- Given information about the known populations, key demographic characteristics of the survey respondents can be compared to that of the population/sample frame to assist in estimating the generalizability of the study results, as discussed in the next section of this report.

Comparison group for 6-month interval survey

- The ES jobseeker sample was carefully constructed to provide a similar comparison group that is matched along multiple demographic characteristics¹³. This provides an indication of the impact that the SAO program has on its participants relative to its comparison of the existing employment program groups from ES. In this way, the design of the study allows for an assessment of what would likely happen in the absence of the pilot.

Longitudinal analysis

- Surveys over successive periods (i.e., 6-, 12-, and 18-months) can allow for examination of trends and changes over time rather than a single outcome.
- The current study included a longitudinal element using the interval survey periods, which comprised a certain proportion of respondents at each interval who were the same across all intervals. This lends further support for the reliability of the data results.

High response rates overall

- Average response rates were relatively similar across time periods for the 6-, 12-, and 18-month surveys (close to a one-third response rate) as shown in Table 3-1. For populations such as this, which may be more predisposed to have residential changes and possibly less consistent access to computers and mobile phones, the response rate may be considered reasonable for all survey periods.
- As well, the one-time survey component provides a relatively large and reliable sample group of respondents for analysis, thereby providing additional data.

¹³ As previously noted, these ES jobseekers were matched with SAO jobseekers by MLTSD based on key socio-demographic characteristics through a pattern classification algorithm called “Propensity Score Matching” which selected members for the ES group so that the overall distribution of key socio-demographic characteristics resembled those of the SAO group.



3.8.2 Limitations

All social research studies have limitations, and the SAO evaluation is no exception. However, limitations in this context should be construed as providing a balanced understanding of how this study can best inform the reader.

Lack of comparison group for one-time survey

- While the evaluation included a one-time survey to capture the outcomes of remaining SAO participants that were not captured in the 6-month interval surveys, it was not possible to include a comparison group for this cohort. As mentioned, a comparison group allows for a means to establish potential outcomes to a study intervention, which is not possible for the one-time study. However, the large size of the sample still provides a reliable and accurate indicator of the results on its own.

High margins of error for respondent groups

- Due to lower sample sizes in some cases, the margins of error for interval survey respondent groups is relatively high (i.e., greater than +/-15%) when assuming a 50% response percentage¹⁴. Larger margins of error indicate that larger differences are required to achieve statistical significance, and that some apparent differences may not meet the criteria to be considered significant.

Group differences not accounted for

- Although the provided sample was designed to be matched on demographics, the ES samples may differ from the applicable SAO samples along other variables not being recorded for this study (e.g., motivation to participate in program). However, although it is not possible to assess all potential factors, the comparison of available demographic information suggests that the ES groups overall are reasonably comparable to the SAO population.

Incomplete and out-of-date participant data

- While the evaluation attempted to reach all participants using the contact information provided through various contact methods, the SAO population (and some of the ES provided sample) proved difficult to reach for various reasons (e.g., change of address or phone number). This is not uncommon in survey research which attempts to follow-up with particular populations, particularly those that may be more transient, or which have more complex needs. Measures were taken as part of the project approach to update all contact information

¹⁴ Margins of error provide an estimated range (e.g., +/- 5%) around the actual results presented. If the researcher continued to randomly draw samples of a similar size from the same population, then 95% of those samples would fall within the range. For instance, if 50% of respondents 'agreed' with the answer and there was a 5% margin of error, then if we drew another sample of the same size from the population, there is a 95% probability its 'agree' response proportion will fall within a range of 45% to 55%. A 50% response result is considered the 'worst-case scenario' (i.e., highest margin of error) because it tends to yield the highest margin of error, and is thus, a conservative estimate.



through the survey. However, contact information also becomes less reliable as time progresses.

Employer response rates

- While the evaluation attempted to contact all employers, response rates were low for the 6-month survey (22%) and, as a result, were not analyzed for this study. Experience with surveying employers suggests that this group is often difficult to reach. Challenges in contacting this group may be attributed to employers having busy schedules and business priorities that may impact the likelihood of responding to a survey. In some cases, it is also challenging to contact the person at an organization who is most applicable to respond to the topic of the survey.
- It is of note that the response rates were somewhat higher for the 12-month, 18-month, and one-time surveys (36%-37%), although absolute numbers of employer respondents remain low (n = 10 to 14) due to low numbers of available employers in the provided sample.

Attrition

- Longitudinal studies that attempt to follow participants over time always face the challenge of attrition over time or varying response at the designated time intervals. Thus, for the 6-month interval surveys, respondents are not necessarily the same across all survey periods (i.e., SAO jobseekers may have participated in any one, any two, or all three of the 6-, 12-, and 18-month surveys). In these cases, results on their own should be interpreted with caution and any statistical comparisons should treat comparisons within time periods more conservatively as a ‘between-subjects’ factor (i.e., the analysis treats each survey period as a sample comprising of completely different participants, which makes it more difficult to achieve statistical significance).
- It is of note that, where applicable, results for the interval surveys are presented from two perspectives: (1) for all participants who responded to the interval surveys, as well as (2) for only those who responded to all three surveys or to both the 12-month and 18-month survey where the 6-month survey did not include a specific question. Although response numbers were relatively low in some cases, results for participants who responded to all three surveys are used for trending comparisons over time, and in many cases paralleled the general pattern of results seen from all participants.

1.9 A Note on Reporting and Analysis

While overall results are presented separately for the interval surveys and the one-time survey¹⁵, results broken down by individual projects are presented only for the one-time

¹⁵ Where there are sufficient numbers of respondents



survey. This is due to the fact that in most cases, response rates were too low to be analyzed by individual project for the interval surveys.

Furthermore, while the response rates were generally high for the one-time survey, in some cases the response numbers were also low for individual projects to be analyzed separately. This was generally the case where survey logic results in questions being not applicable to some respondents. Thus, the reader should be aware of response numbers for each survey item while interpreting results.

All comparisons reported are based on inferential statistical testing (z-tests, t-tests, or factorial ANOVA) and any differences noted as “significantly different”, “statistically significant”, “significantly higher”, “significantly lower”, “less likely”, “more likely”, etc. means that there was a statistically significant difference found between the groups being compared. Statistically significant refers to a result that is not likely to occur randomly, meaning the result can be attributed to (or associated with) the intervention.

On the other hand, any statistically non-significant differences are reported as “similar” or “no difference”. For conciseness and relevance, most non-significant differences are not mentioned in the text. It is important to note that lower response numbers tend to decrease the likelihood of a statistically significant difference even though the difference may appear large.

For most statistical comparisons between different groups, a z-test comparison of two proportions was used. The main advantages of the z-test for the purposes of this analysis is that it factors in the response numbers to each result and also allows for a correction factor¹⁶ to be included when conducting multiple comparisons using the same group data¹⁷.

To help facilitate interpretation of table results, statistical significance results are reported in tables through a combination of a **darker highlight** indicating a statistically higher value compared to a statistically lower value represented in a **lighter highlight**.

¹⁶ Bonferonni (1936) correction factor

¹⁷ If this correction factor was not done, it would lead to an increase in the chance of a “Type 1 error” (i.e., “false positive” or finding a statistically significant difference when in reality, there isn’t one).



2. SAO Pilot Evaluation: Program Reach

This section examines key socio-demographic and labour market characteristics of the SAO pilot participants based on the overall population in the administrative data. The main evaluation question for analysis within this section is: “To what extent do SAO services and supports reach the intended populations?”.

2.1 SAO Jobseekers Target Population

The SAO pilot was designed to connect jobseekers who are distant from the labour market to employers with identified vacancies in low- and medium-skilled occupations that do not require a postsecondary-level education. As previously noted, a jobseeker’s classification of being “distant from the labour market” specifically identified the target population for the SAO pilot based on the following criteria:

- Requires an intensive skills and training intervention to obtain and advance in employment;
- Has a poor employment history;
- Has low household income;
- Has low levels of employment-related skills and essential skills

Thus, the range of demographic information available in the administrative data which represents the population characteristics of SAO participants would be expected to be generally in alignment with these criteria.

2.2 SAO Population Demographic Data

4.2.1 Overall SAO Demographic Population Summary

Table 4-1 presents summary demographics of the overall SAO jobseeker pilot population. This is further broken down into the interval survey sample and the one-time survey sample provided by MLTSD as the contact files with which to conduct the surveys. Taken together, the two samples comprise the SAO jobseeker pilot population.

Examination of the demographics of the overall SAO population (N = 1,023) generally tends to support the pilot as having appropriate reach to its target population. Specifically, about three out of five (61%) in the overall population were identified as being in need of pre-job skill development and about half (51%) had been out of work for at least 6 months, although only about one-third (35%) were recorded as having a poor work retention history.

In terms of income, 70% had Employment Insurance (EI), Ontario Works (OW), or Ontario Disability Support Program (ODSP) as their main source of income or were a



dependent recipient of OW/ODSP at the time of intake into the SAO pilot. Almost one out of five (16%) reported having no main income source.

In terms of educational background, 25% had not completed high school, 39% had completed high school, and 31% had completed at least some postsecondary education. Furthermore, about half (49%) had been out of school for more than six years. No differences were found between time out of school and the need for pre-job skill development. In addition, no significant differences were found for time out of work and education level.

In terms of other demographic characteristics, overall about three-quarters (74%) of SAO pilot participants were male, and a similar proportion (78%) were single (including divorced, separated, or widowed). While close to one-quarter (23%) self-reported as Indigenous, relatively smaller proportions were recorded in the administrative data as being a visible minority (12%), not being a Canadian citizen (14%), or having a disability (9%).

Overall there were no notable differences between the overall population and the two survey population samples. It is of note that, as will be seen in the subsequent section which describes SAO participants by project, the majority of the Indigenous participants were part of Supercom Industries Inc. and these participants were included only in the one-time survey and not the interval surveys due to delays in participant intake. As such, Indigenous representation in the sample for the interval surveys appears smaller than the overall SAO population.

Table 4-1: Population and Sample Demographic Characteristics for SAO Jobseekers

Demographic	6-Month Intervals Survey Sample Provided (n = 188)	One-Time Survey Sample Provided (n = 835)	Overall SAO Jobseeker Population (N = 1,023)
Gender	<ul style="list-style-type: none"> 69% male 	<ul style="list-style-type: none"> 76% male 	<ul style="list-style-type: none"> 74% male
Age	<ul style="list-style-type: none"> Average age is 37 years old 30% are 18-29 years old 34% are 30-39 years old 22% are 40-49 years old 13% are 50+ years old 	<ul style="list-style-type: none"> Average age is 34 years old 41% are 18-29 years old 27% are 30-39 years old 19% are 40-49 years old 12% are 50+ years old 	<ul style="list-style-type: none"> Average age is 35 years old 39% are 18-29 years old 29% are 30-39 years old 20% are 40-49 years old 12% are 50+ years old
Social Living	<ul style="list-style-type: none"> 73% are single, divorced, separated, or widowed 	<ul style="list-style-type: none"> 79% are single, divorced, separated, or widowed 	<ul style="list-style-type: none"> 78% are single, divorced, separated, or widowed



Demographic	6-Month Intervals Survey Sample Provided (n = 188)	One-Time Survey Sample Provided (n = 835)	Overall SAO Jobseeker Population (N = 1,023)
Education	<ul style="list-style-type: none"> • 39% have at least some postsecondary education • 41% have completed high school or equivalent • 19% did not complete high school 	<ul style="list-style-type: none"> • 29% have at least some postsecondary education • 40% have completed high school or equivalent • 26% did not complete high school 	<ul style="list-style-type: none"> • 31% have at least some postsecondary education • 39% have completed high school or equivalent • 25% did not complete high school
Time Out of School/ Training	<ul style="list-style-type: none"> • 56% have been out of school for more than 6 years 	<ul style="list-style-type: none"> • 47% have been out of school for more than 6 years 	<ul style="list-style-type: none"> • 49% have been out of school for more than 6 years
Canadian Citizenship & Newcomers	<ul style="list-style-type: none"> • 11% classified as 'Newcomers' • 19% Non-citizens 	<ul style="list-style-type: none"> • 7% classified as 'Newcomers' • 13% Non-citizens 	<ul style="list-style-type: none"> • 7% classified as 'Newcomers' • 14% Non-citizens
Potential Social/ Employment Barriers	<ul style="list-style-type: none"> • 2% Indigenous • 16% Visible Minorities • 15% Disabled 	<ul style="list-style-type: none"> • 28% Indigenous • 11% Visible Minorities • 7% Disabled 	<ul style="list-style-type: none"> • 23% Indigenous • 12% Visible Minorities • 9% Disabled
Source of Income	<ul style="list-style-type: none"> • 12% reported having no main income source • 79% have EI, OW, ODSP, or are a dependent recipient of OW/ODSP for their main income source 	<ul style="list-style-type: none"> • 17% reported having no main income source • 68% have EI, OW, ODSP, or are a dependent recipient of OW/ODSP for their main income source 	<ul style="list-style-type: none"> • 16% reported having no main income source • 70% have EI, OW, ODSP, or are a dependent recipient of OW/ODSP for their main income source
Pre-Employment Assessment	<ul style="list-style-type: none"> • 61% need pre-job skill development • 53% have poor work retention history • 63% have been out of work for at least 6 months 	<ul style="list-style-type: none"> • 61% need pre-job skill development • 31% have poor work retention • 48% have been out of work for at least 6 months 	<ul style="list-style-type: none"> • 61% need pre-job skill development • 35% have poor work retention history • 51% have been out of work for at least 6 months

Additional analysis was conducted to examine relationships between various demographic factors in the overall SAO population in order to determine if certain characteristics were related to one another in a consistent manner. This included examination of the relationships between work retention history, pre-job readiness, and source of income to determine the extent to which these program factors tended to vary together. In addition, the characteristics of specific groups which may be at-risk were explored, including participants who identified as Indigenous, as a visible minority, or as having a disability. Demographics were also examined by age and gender to see if any patterns existed.



Work Retention History

In the overall SAO jobseeker population, 35% of participants were identified as having a poor work retention history (Table 4-1). Of those with a poor work retention history, the large majority (88%) were in need of pre-job readiness skills development, while 51% without a poor work retention history were identified as needing pre-job readiness skills development. As such, the findings show that those with a poor work retention history were more likely to require pre-job readiness skills development than those who did not.

Additionally, 86% of the participants with a poor work retention history relied on some form of social assistance (ODSP, OW, EI, or a dependent of such) prior to participating in SAO, while 10% had no income source. In comparison, among those who did not have a poor work retention history, 65% were in receipt of social assistance and 21% had no income source. Therefore, those with a poor work retention history were also more likely to be on social assistance compared to those without a poor work retention history.

Pre-Job Readiness

A total of 61% of SAO jobseekers overall were identified as being in need of pre-job skill development (Table 4-1). Of these participants, about three-quarters (76%) were using some form of social assistance prior to participating in SAO. In addition, half (50%) of those who needed pre-job-readiness skills development had a poor work retention history, while only a minority of those who were rated as satisfactory or strong in terms of pre-job-readiness skills had a poor work retention history (11% and 24%, respectively). Furthermore, 72% of those needing pre-job readiness skills development had an education level of high school or less, compared to 62% of those with a satisfactory level, and 40% for those with strong pre-job readiness skills.

Source of Income

The majority of SAO jobseekers (70%) were in receipt of some form of social assistance prior to participating in SAO (Table 4-1). Of those receiving social assistance, 29% had a less than high school education, compared to 13% for those who reported being employed before SAO and 21% for those with no source of income. Overall, 43% of those on social assistance had a poor work retention history compared to about one in five who were previously employed (or self-employed) or had no prior income source (15% and 20%, respectively). This suggests that those on social assistance were less likely to have at least some postsecondary education compared to those who had previous employment. They were also more likely to have poor work retention compared to those who reported no previous income.

Indigenous

A total of 23% of SAO participants self-identified as Indigenous (Table 4-1). Only 19% of SAO participants who identified as Indigenous had a reported poor work retention history, while 40% of those who were non-Indigenous had a poor work retention history.



About one-third of Indigenous respondents (35%) had pre-job readiness skills in need of development compared to 70% non-Indigenous participants. When it came to prior income source before SAO, about one-third of Indigenous participants (32%) had no previous income source compared to 12% for those non-Indigenous. Therefore, the findings show that although Indigenous participants were less likely to need pre-job readiness skills or have poor work retention, they were more likely to have no source of income.

In terms of education, 42% of Indigenous participants had a less than high school education, while 21% of non-Indigenous participants had a less than high school education. Just over one-third of non-Indigenous participants (36%) had at least some postsecondary education compared to 19% of Indigenous participants.

Disability

About one out of ten (9%) of SAO participants self-identified as persons with a disability (Table 4-1). High school or equivalent was the most frequent level of education both for SAO participants with a disability (42%) and those without (41%). Additionally, 35% of participants with a disability and 32% of those without a disability had at least some postsecondary education.

A poor work retention history characterized 43% of those with a disability compared to 34% without a disability. With respect to pre-job readiness skills, 56% of those with a disability were in need of pre-job readiness skills development, while this was the case for 62% without a disability.

In terms of income source before SAO, 62% of participants with a disability received some form of social assistance compared to 66% for those without a disability. Also, 5% of those with a disability reported having no source of income, while no participants reported being employed or self-employed. For those without a disability, 18% reported having no source of income and 4% reported being employed or self-employed. As such, the findings show that although persons with a disability have similar education levels and pre-job readiness skills than persons without a disability, they were less likely to have no source of income prior to SAO.

Visible Minority

A total of 12% of SAO respondents self-identified as a visible minority (Table 4-1). Among those who identified as a visible minority, about one out of five (18%) had less than a high-school education while this was the case for 27% of those who did not identify as a visible minority. For postsecondary education, 43% of visible minorities had at least some postsecondary education compared to 31% among non-visible minorities.

About one-third (34%) of SAO participants who self-identified as a visible minority had a poor work retention history, which was comparable to 35% for non-visible minorities. About two-thirds (67%) of visible minorities needed development in terms of their pre-



job readiness skills, while 61% of non-visible minorities also needed pre-job readiness skills.

When it came to prior income source before SAO, 63% of visible minority participants were in receipt of some form of social assistance compared to 74% for non-visible minorities.

Therefore, the findings show that respondents who identified as a visible minority had relatively similar poor work retention histories, pre-job readiness skills, and postsecondary education levels as those who did not. However, visible minorities were less likely to be on social assistance.

Age

The average age for SAO participants was 35 years old and ranged from 18 to 68 years old. Prior to SAO, 26% of those aged 18-29 were reported to have “no income” compared to 12% of those aged 30-39, 8% of those aged 40-49, and 16% of those 50 years of age or older. On the other hand, 61% of those aged 18-29 years relied upon some form of social assistance compared to 80% of those aged 30-39 year, 85% of those aged 40-49 years, and 76% of those 50 years of age or older.

Only 12% of those aged 18-29 years had completed some form of postsecondary education compared to 24% of those aged 30-39 years, 26% of those aged 40-49 years, and 33% of those 50 years of age or older.

Gender

Of the SAO participants, 74% were male and 26% were female (Table 4-1). When looking at age-distributions, the largest proportion of males (41%) were between the ages of 18 to 29 years old, followed by 32% between the ages of 30 to 39. Meanwhile, females were evenly distributed between the ages of 18 to 29 years old (31%) and 40 to 49 years old (31%). A lower proportion of males (10%) and females (17%) were 50 years or older. The average age for males was 34 years old and 38 years old for females.

In terms of education, 27% of males had less than a high-school education compared to 19% of females, while 42% of females and 31% of males had at least some post-secondary education. This finding aligns with the fact that women make up more than half of postsecondary graduates in Canada¹⁸.

For income sources, 75% of females and 72% of males were on some form of social assistance, while 14% of females and 18% of males reported no income source. Almost seven out of ten (69%) males needed pre-job readiness skills development, compared

¹⁸ Edge, J., Eleni K., and McKean, M. (2018). Gender Equity, Diversity, and Inclusion: Business and Higher Education Perspectives. Ottawa: The Conference Board of Canada, 2018. https://www.conferenceboard.ca/temp/3a60091f-4c59-456c-a0e6-c21712c4c633/9620_Gender-Equality_RPT.pdf



to 40% of females. A total of 36% of males and 27% of females had a poor work retention history.

As such, the findings show that females and males had similar levels of postsecondary education and poor work retention history, but males were more likely to need pre-job readiness skills development. Additionally, similar proportions of males and females were on social assistance.

Overall

Taken together, the foregoing analysis indicates that work retention history, previous source of income, and pre-job readiness skills all have a relation to one another. More specifically, having a poor work retention history is tied to being dependent upon some form of social assistance and needing development when it comes to pre-job readiness skills. This would be expected as target participants for SAO are those who are distant from the labour market.

Further analysis examining the characteristics of specific groups suggests that there may be some different patterns among at-risk groups in terms of their demographic characteristics.

For example, a substantial proportion of visible minorities had at least some postsecondary education, but most still needed development in terms of their pre-job readiness skills and a third had a history of poor work retention.

Although Indigenous participants had relatively low levels of education and many had no income source prior to participating in SAO, relatively small proportions of these participants were recorded as having poor work retention history or need for pre-job readiness skills development. However, it is of note that Indigenous participants were mainly associated with one particular project (Supercom Industries Inc.).

Overall, the demographics of those who accessed SAO were mostly aligned with objectives of the pilot, despite some variation.

4.2.2 SAO Sample Demographic Data by Workforce Intermediary

Further analysis examined SAO population demographics by SAO project. Table 4-2 presents a summary of the demographics of the SAO jobseeker population by the five main workforce intermediaries/projects¹⁹ that were part of the SAO pilot. These

¹⁹ Reference to “program” applies to any of the following employment service providers or local programs which were part of the SAO pilot project:

- Construction Connections
- Connect2SKILLS
- Elevate PLUS
- Hospitality Workers Training Centre
- Supercom Industries Ltd



demographics are presented in the context of the following brief project descriptions (see Appendix C for more detailed information about each project):

1. Construction Connections – provides construction industry training and career opportunities to people that reside in the communities in which the projects are taking place, and supports large infrastructure projects in the City of Toronto and the hiring commitments of apprentices
2. Hospitality Workers Training Centre - delivers vocational training programs for new entrants to the hospitality industry in six vocational areas, including housekeeping, guest services, banquet server, restaurant server, kitchen helper, and culinary pre-apprenticeship
3. Connect2SKILLS – provides training in manufacturing industries for automotive parts suppliers
4. Elevate PLUS – provides training in manufacturing industries including food processing, plastics/packaging, wire and cable, paper products, and advanced manufacturing or the related supply chains
5. Supercom Industries Ltd. – prepares members of six Indigenous communities affected by the construction of the East-West Tie transmission line between Thunder Bay and Wawa for work in the energy sector

When SAO population demographics are viewed from this perspective, there are some noticeable variations between the groups (Table 4-2). For example, as noted previously, it is apparent that the large majority of Indigenous SAO jobseekers were included as part of the Supercom Industries Ltd. project, which had 77% Indigenous participants²⁰. Also, the only program with a majority of females (53%) was the Hospitality Workers Training Centre.

In addition, the Hospitality Workers Training Centre noticeably contrasts with the other four workforce intermediary programs in that males comprise only about half (47%) of the participants, and there are relatively larger proportions of newcomers (22%) and non-Canadian citizens (37%).

The Hospitality Workers Training Centre and Construction Connections had the largest proportions of participants who had at least some postsecondary education (48% and 41%), and the lowest proportions who did not complete high school (11% and 18%).

In addition, the Hospitality Workers Training Centre and Supercom Industries Ltd. had the lowest proportions of participants who needed pre-job readiness skills development (25% and 26%) and who had a poor work retention history (14% and 12%).

²⁰ Items of interest that are discussed in the text are highlighted in the relevant table for ease of reference.



Given these differences among the demographics of SAO participants by project, survey results are examined and reported by project where meaningful differences are observed. Accordingly, project results may not be fully generalizable to the overall SAO population; rather, each project reflects its own unique characteristics.

Table 4-2: Demographic Characteristics for the SAO Population* by Program

Demographic	Construction Connections (n = 293)	Hospitality Workers Training Centre (n = 196)	Connect2SKILLS (n = 89)	Elevate PLUS (n = 178)	Supercom Industries Ltd. (n = 267**)
Gender	<ul style="list-style-type: none"> 93% male 	<ul style="list-style-type: none"> 47% male 	<ul style="list-style-type: none"> 74% male 	<ul style="list-style-type: none"> 82% male 	<ul style="list-style-type: none"> 73% male
Age	<ul style="list-style-type: none"> Average age is 34 years old 41% are 18-29 years old 30% are 40+ years old 	<ul style="list-style-type: none"> Average age is 37 years old 31% are 18-29 years old 43% are 40+ years old 	<ul style="list-style-type: none"> Average age is 35 years old 44% are 18-29 years old 34% are 40+ years old 	<ul style="list-style-type: none"> Average age is 36 years old 34% are 18-29 years old 32% are 40+ years old 	<ul style="list-style-type: none"> Average age is 33 years old 43% are 18-29 years old 25% are 40+ years old
Social Living	<ul style="list-style-type: none"> 79% are single or widowed 	<ul style="list-style-type: none"> 74% are single, separated, or widowed 	<ul style="list-style-type: none"> 79% are single or separated 	<ul style="list-style-type: none"> 83% are single, separated, or widowed 	<ul style="list-style-type: none"> 78% are single, separated, or divorced
Education	<ul style="list-style-type: none"> 41% have at least some postsecondary education 18% did not complete high school 	<ul style="list-style-type: none"> 48% have at least some postsecondary education 11% did not complete high school 	<ul style="list-style-type: none"> 19% have at least some postsecondary education 30% did not complete high school 	<ul style="list-style-type: none"> 18% have at least some postsecondary education 27% did not complete high school 	<ul style="list-style-type: none"> 20% have at least some postsecondary education 39% did not complete high school
Time out of School/ Training	<ul style="list-style-type: none"> 42% have been out of school for more than 6 years 42% have been out of school between 1 to 6 years 	<ul style="list-style-type: none"> 55% have been out of school for more than 6 years 25% have been out of school between 1 to 6 years 	<ul style="list-style-type: none"> 61% have been out of school for more than 6 years 28% have been out of school between 1 to 6 years 	<ul style="list-style-type: none"> 60% have been out of school for more than 6 years 21% have been out of school between 1 to 6 years 	<ul style="list-style-type: none"> 40% have been out of school for more than 6 years 40% have been out of school between 1 to 6 years
Canadian Citizenship & Newcomers	<ul style="list-style-type: none"> 9% classified as 'Newcomers' 20% Non-citizens 	<ul style="list-style-type: none"> 22% classified as 'Newcomers' 37% Non-citizens 	<ul style="list-style-type: none"> 2% classified as 'Newcomers' 5% Non-citizens 	<ul style="list-style-type: none"> 2% classified as 'Newcomers' 2% Non-citizens 	<ul style="list-style-type: none"> 0% classified as 'Newcomers' 0% Non-citizens



Demographic	Construction Connections (n = 293)	Hospitality Workers Training Centre (n = 196)	Connect2SKILLS (n = 89)	Elevate PLUS (n = 178)	Supercom Industries Ltd. (n = 267**)
Potential Social/ Employment Barriers	<ul style="list-style-type: none"> • 5% Indigenous • 22% Visible Minorities • 2% Disabled 	<ul style="list-style-type: none"> • 2% Indigenous • 21% Visible Minorities • 16% Disabled 	<ul style="list-style-type: none"> • 5% Indigenous • 2% Visible Minorities • 15% Disabled 	<ul style="list-style-type: none"> • 9% Indigenous • 4% Visible Minorities • 15% Disabled 	<ul style="list-style-type: none"> • 77% Indigenous • 2% Visible Minorities • 4% Disabled
Source of Income	<ul style="list-style-type: none"> • 10% reported having no main income source • 70% have EI, OW, ODSP, or are a dependent recipient of OW/ODSP for their main income source 	<ul style="list-style-type: none"> • 14% reported having no main income source • 69% have EI, OW, ODSP, or are a dependent recipient of OW/ODSP for their main income source 	<ul style="list-style-type: none"> • 10% reported having no main income source • 88% have EI, OW, ODSP, or are a dependent recipient of OW/ODSP for their main income source 	<ul style="list-style-type: none"> • 9% reported having no main income source • 76% have EI, OW, ODSP, or are a dependent recipient of OW/ODSP for their main income source 	<ul style="list-style-type: none"> • 33% reported having no main income source • 61% have EI, OW, ODSP, or are a dependent recipient of OW/ODSP for their main income source
Pre - Employment Assessment	<ul style="list-style-type: none"> • 95% need pre-job skill development • 35% have poor work retention history • 53% have been out of work for at least 6 months 	<ul style="list-style-type: none"> • 25% need pre-job skill development • 14% have poor work retention history • 49% have been out of work for at least 6 months 	<ul style="list-style-type: none"> • 85% need pre-job skill development • 79% have poor work retention history • 60% have been out of work for at least 6 months 	<ul style="list-style-type: none"> • 84% need pre-job skill development • 69% have poor work retention history • 61% have been out of work for at least 6 months 	<ul style="list-style-type: none"> • 26% need pre-job skill development • 12% have poor work retention history • 43% have been out of work for at least 6 months

2.3 Reach Summary

Overall, analysis of demographic data from SAO administrative data suggests that the SAO pilot was successful in targeting the intended target group to provide supports and services. This included individuals who required intensive skills and training, had a history of poor employment, low household income, and/or low levels of employment-related skills and essential skills, although additional consideration could be given to include participants with poor work retention history. Across all demographic characteristics examined, some tend to vary across specific projects; therefore, survey results are considered separately by project where possible for key outcome measures.



3. SAO Pilot Evaluation Results: Delivery

This section presents survey results from the 12-month, 18-month²¹, and one-time surveys as related to SAO participants' and employers' perceptions of and satisfaction with the program, along with their suggestions for program improvements and other experiences with program delivery²². This includes use of financial supports during SAO participation, as well as use of post-employment services used after participation in the program. Willingness of jobseekers and employers to recommend the SAO program is also addressed.

3.1 SAO Jobseekers

5.1.1 Willingness to Recommend the Program

One way to gauge the overall satisfaction with SAO participation is the willingness to recommend the program to others. Overall, the large majority of the 12-month (86%), 18-month (81%), and one-time (78%) survey respondents agreed that they would recommend the program to other individuals seeking similar services (Table 5-1). Therefore, by this measure, the large majority of participants were satisfied with the SAO services.

Table 5-1: SAO Jobseeker Willingness to Recommend the Program: All Participants for Each Survey

Table 5-1A: I would recommend it [the SAO program] to someone looking for similar services

Survey*	Total Agreement	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't Know/ Prefer not to say
12-month (n=51)	86%	53%	33%	2%	2%	6%	4%
18-month (n=58)	81%	53%	28%	7%	3%	7%	2%
One-time (n=300)	78%	45%	33%	6%	6%	8%	3%

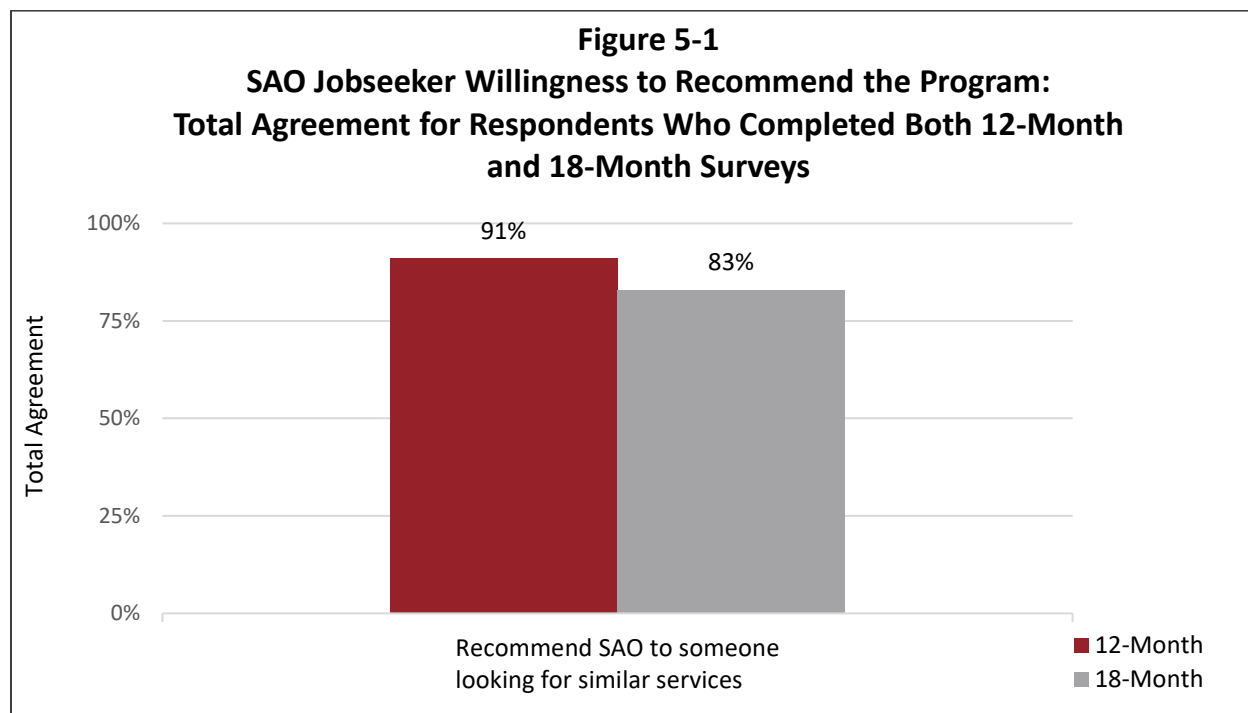
*Total numbers of respondents are shown for each survey (n's). Respondents may have completed one, two, or all three of the 6-month interval surveys, and therefore 6-month interval groups do not necessarily represent the same respondents.

²¹ 6-month SAO jobseekers and all ES jobseekers are not asked delivery-related questions 16 to 21. Questions related to program delivery were included in the 6-month employer survey; however, only two employers responded, and therefore these results are not discussed separately.

²² The ES comparison group was not asked questions related to delivery, and therefore no comparisons are shown.



Among respondents who completed both the 12-month and the 18-month surveys, willingness to recommend the program remained similarly high over time, with more than four out of five in agreement at each interval (83%-91%) (Figure 5-1).



12-month n=34
18-month n=34

In terms of results by project, willingness to recommend the SAO program was examined only for the one-time survey due to lower numbers of respondents for the 12- and 18-month surveys, particularly when broken down by project. Agreement among one-time Construction Connections respondents (71%) and one-time Supercom Industries Ltd. respondents (65%) was lower than that of Hospitality Workers Training Centre (92%) and Elevate PLUS (95%) respondents (Table 5-2). However, the large majority of respondents in every program project at every interval indicated a willingness to recommend the program to others (65%-100%).



Table 5-2: SAO Jobseekers Willingness to Recommend the Program: All Participants by Program

Table 5-2A: I would recommend it [the SAO program] to someone looking for similar services.

Survey	Construction Connections	Hospitality Workers Training Centre	Connect2SKILLS*	Elevate PLUS	Supercom Industries Ltd.
12-month	78%	92%	NA	88%	NA
18-month	79%	86%	NA	71%	NA
One-time	71%	92%	85%	95%	65%

*Note the small numbers of respondents particularly for the Connect2SKILLS program at 12-months and 18-months, as listed below.

Construction Connections 12-month n=18; 18-month n=14; One-time n=94

Hospitality Workers Training Centre 12-month n=12; 18-month n=22; One-time n=59

Connect2SKILLS; One-time n=27; Interval survey response numbers were too low to report

Elevate PLUS 12-month n=17; 18-month n=17; One-time n=38

Supercom Industries Ltd. One-time n=82



3.2 Strengths and Opportunities for Improvement

5.2.1 What worked well during SAO participation?

In order to obtain further information about SAO jobseeker experiences, respondents were asked an open-ended question about what they felt worked well in the program. These comments, which represented a wide range of opinions, were reviewed and coded into themes for analysis, the most common of which are summarized below.

Overall, the classroom environment (teachers and classroom learning) and personal growth were consistent elements that arose as positive themes for the 12-month and 18-month surveys. For the one-time survey, positive comments related to training was the top response.

The top overall responses for the 12-month survey (n=45) were:

- 1) Classroom learning and teachers (29%)
- 2) Personal growth (18%)
- 3) General satisfaction with SAO (16%)

The top overall responses for the 18-month survey (n=50) were:

- 1) Personal growth (36%)
 - 2) Classroom learning and teachers (30%)
 - 3) Outcomes (e.g., obtaining employment, obtaining certification, further post-secondary education) (12%)
- Interactions and forming connections with other trainees (12%)
General satisfaction with SAO (12%)

The top overall responses for the one-time survey (n=241) were:

- 1) Training (27%)
 - 2) Classroom learning and teachers (15%)
 - 3) Outcomes (e.g., employment, certification, post-secondary education) (12%)
- General satisfaction with SAO (12%)
Personal growth (12%)

Responses varied by workforce intermediary/project, and consistent response patterns did not emerge with respect to projects for this or any of the subsequent open-ended questions.



5.2.2 Financial Supports

One-time survey respondents were asked a specific question related to use of financial supports during the time of involvement with SAO²³. These supports could include such services as special equipment, workplace accommodations, and transportation. Pre-survey data indicated whether or not a respondent used these training services, and those who did were asked about their satisfaction with their usage.

Of the 300 one-time survey respondents, less than half (43%, n=129) used financial supports during their SAO participation. Of these users, 80% agreed that they were satisfied with the financial supports services in meeting their training needs. When broken-down by individual project, at least three-quarters (75%-89%²⁴) indicated agreement across the projects. Overall, this demonstrates a strong positive perception of financial supports in meeting participant needs when accesses during the training services (no chart provided).

5.2.3 Post-program Placement Services

Only a small number of the interval survey sample used post-program placements supports (3%, or 5 out of 188). Post-placement employment services included such things as:

- receiving additional job support services (e.g., transportation to and from work),
- help with keeping their present job or planning for a new career, or
- help finding good job opportunities.

5.2.4 What did not work well during SAO participation?

When asked what did not work well during their participation in SAO, approximately half of all 12-month and 18-month survey respondents indicated that there were no problems (47%-53%). Approximately one-third of all one-time survey respondents likewise (35%). In addition, about one in ten respondents (8%-16%) across the surveys indicated that they did not know, the question was not applicable, or stated “no comment” in response to being asked about what did not work well.

The only consistent element between the 12-month and 18-month surveys that was identified as not working well was difficulties with the placement (7%-9%). Trouble finding employment after SAO and dissatisfaction with training were the second and third most frequent responses in the one-time survey group.

Thus, comments by SAO jobseekers were rather limited in terms of what did not work well during SAO participation, with most comments not identifying any issues. The main mentions among those that did identify issues related to difficulties with job

²³ The question related to financial supports was not included in the 12- and 18-month surveys.

²⁴ Construction Connections One-time n=12; Hospitality Training and Food Services One-time n=8; Connect2SKILLS One-time n=2; Elevate PLUS One-time n=16; Supercom Industries Ltd. One-time n=71



placement/trial, difficulties finding employment after training, and dissatisfaction with the training itself.

The top overall responses for the 12-month survey (n=43) were:

- 1) Nothing or no problems (47%)
- 2) Don't know, not applicable, 'no comment' (12%)
- 3) Difficulties with job placement/trial (9%)
- 4) Overall dissatisfaction or SAO not helpful (7%)
Dissatisfaction with training (i.e., quality, duration, content) (7%)

The top overall responses for the 18-month survey (n=45) were:

- 1) Nothing or no problems (53%)
- 2) Don't know, not applicable, 'no comment' (16%)
- 3) Dissatisfaction with training (i.e., quality, duration, content) (9%)
- 4) Difficulties with job placement/trial (7%)
- 5) Inconvenient hours (4%)

The top overall responses for the one-time survey (n=228) were:

- 1) Nothing or no problems (35%)
- 2) Trouble finding employment afterwards (12%)
- 3) Dissatisfaction with training (i.e., quality, duration, content) (9%)
- 4) Don't know, not applicable, 'no comment' (8%)

5.2.5 Suggested Improvements to SAO

When asked what could be improved within SAO, the top response across all surveys was that there was nothing to improve, followed by better training. Job placements were next most frequently mentioned for the 12- and 18-month surveys.

Although these suggestions for improvement represent relatively small numbers of respondents, the feedback may be helpful in directing future efforts toward continuous improvement, with a focus on training and placements. Comments related to training addressed such matters as the length of the training, the content, and the amount of contact with trainers, which could be addressed in program development and refinement. With regards to job placements, including appropriate of and satisfaction with the placement, there may need to be more emphases on addressing placement strategies.



The top overall responses for the 12-month survey (n=45) were:

- 1) Nothing to improve (58%)
- 2) Better training (e.g., better staff, more contact, longer duration, better content) (9%)
- 3) Job placements/trials (e.g., more choice, allow sampling, more careful assignment) (9%)
- 4) More help getting jobs/follow-up (4%)
Don't know, not applicable, 'no comment' (4%)

The top overall responses for the 18-month survey (n=45) were:

- 1) Nothing to improve (42%)
- 2) Better training (e.g., better staff, more contact, longer duration, better content) (16%)
- 3) Job placements/trials (e.g., more choice, allow sampling, more careful assignment) (9%)
- 4) Offer a wider range of careers training (4%)
Accurate advertising (don't promise jobs at end of training) (4%)
More help getting jobs/follow-up (4%)

The top overall responses for the one-time survey (n=237) were:

- 1) Nothing to improve (43%)
- 2) Better training (e.g., better staff, more contact, longer duration, better content) (13%)
- 3) Don't know, not applicable, 'no comment' (6%)
- 4) Better communication (5%)
Job placements/trials (i.e., more choice, allow sampling, more careful assignments) (5%)



3.3 SAO Employers

Frequency results from the 12-month, 18-month, and one-time survey delivery questions for employers are presented in Tables 5-3 A-C, through 5-6. Only two employers completed a survey 6 months after the end of their jobseeker placement cohort; therefore, these results are not included in the tables or text due to inability to generalize the 6-month responses to the larger population of employers (N = 31). The remaining surveys included 10 to 14 respondents. Frequency counts are presented for these surveys to provide an illustration of the overall pattern of responses which need to be interpreted with caution.

5.3.1 Perceptions of Jobseeker Skills

Employers were asked a series of questions about their satisfaction with the participants they recruited through SAO and with the services provided by the program. Frequency results for satisfaction responses for each survey interval are shown in Table 5-3.

Overall, across all surveys, the employers that responded were generally “satisfied” or “very satisfied” with the skill levels of the SAO participants they received in terms of soft skills, foundational skills, and technical skills.

Table 5-3: Employer Satisfaction with Participant Skills, Response Counts*

Table 5-3A: Overall, how satisfied are you with the soft skill level of participants? Soft skills include managing personal attitudes, working in a team, and time management within the workplace

Survey**	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Not sure
12-month (n=5)	0	4	1	0	0	0
18-month (n=6)	1	5	0	0	0	0
One-time (n=6)	0	5	1	0	0	0



Table 5-3B: How satisfied overall are you with the foundational skills level (e.g. basic literacy and numeracy) of the participants?

Survey**	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Not sure
12-month (n=5)	2	2	1	0	0	0
18-month (n=6)	2	4	0	0	0	0
One-time (n=6)	1	4	1	0	0	0

Table 5-3C: Overall, how satisfied are you with the technical skills of the participants? Technical skills refer to the specialized skills required to perform the duties of the job.

Survey**	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Not sure
12-month (n=5)	1	3	1	0	0	0
18-month (n=6)	1	4	1	0	0	0
One-time (n=6)	0	3	1	1	0	1

* Respondents asked these questions if Q1A > 0%

**Total numbers of respondents are shown for each survey (n's). Respondents may have completed one, two, or all three of the interval surveys, and therefore groups do not necessarily represent the same respondents.



5.3.2 Perceptions of Services Received

Overall, the responding employers from the 12-month (8 out of 10 total agreement), 18-month (9 out of 11 total agreement), and one-time (10 out of 14 total agreement) surveys were pleased with the services received from SAO and found them to be useful (7 out of 10, 9 out of 10, and 9 out of 14, respectively) (Table 5-4). However, a few did not agree with these positive statements, suggesting that there may be opportunities for improvement in some elements of the delivery of the program from the employer perspective.

Table 5-4: Employer Perceptions of SAO Pilot Services Response Counts

Table 5-4A: I am pleased with the services I received from the SkillsAdvance Ontario

Survey*	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not sure
12-month (n=10)	3	5	0	1	0	1
18-month (n=11)	3	6	0	2	0	0
One-time (n=14)	1	9	2	2	0	0

Table 5-4B: The services I received from [the] SkillsAdvance Ontario were useful.

Survey*	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not sure
12-month (n=10)	2	5	1	1	0	1
18-month (n=11)	2	7	0	2	0	0
One-time (n=14)	2	7	2	3	0	0

*Total numbers of respondents are shown for each survey (n's). Respondents may have completed one, two, or all three of the 6-month interval surveys, and therefore groups do not necessarily represent the same respondents.



5.3.3 Willingness to Recommend SAO

Overall, the responding employers would recommend SAO to other companies looking to fill in their skill gaps across the 12-month (7 out of 10 total agreement) and 18-month (8 out of 11 total agreement) surveys (Table 5-5). However, 6 out of the 14 one-time respondents did not express agreement with this statement.

Table 5-5 Employer Perceptions of SAO Program Response Counts

Table 5-5A: I would recommend the SkillsAdvance Ontario program to companies looking to fill in their skill gaps.

Survey*	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not sure
12-month (n=10)	2	5	0	2	0	1
18-month (n=11)	3	5	1	1	1	0
One-time (n=14)	2	6	3	3	0	0

*Total numbers of respondents are shown for each survey (n's). Respondents may have completed one, two, or all three of the 6-month interval surveys, and therefore groups do not necessarily represent the same respondents.

5.3.4 Participation in the Development of SAO Training

Overall, approximately half of responding employers within the 12- and 18-month surveys indicated that they participated in the development of SAO training (5 out of 10 and 5 out of 11, respectively), while 10 out of 14 one-time survey respondents reported participating in the development of the training (Table 5-6).

Table 5-6: Employer Participation in Development of SAO Training Response Counts.

Table 5-6A: Did your company participate in the development of the employment and training services of SAO?

Survey*	Yes	No	Not Sure
12-month (n=10)	5	4	1
18-month (n=11)	5	4	2
One-time (n=14)	10	2	2

*Total numbers of respondents are shown for each survey (n's). Respondents may have completed one, two, or all three of the 6-month interval surveys, and therefore groups do not necessarily represent the same respondents.



5.3.5 Challenges Encountered with Program or Workforce Intermediary

When asked if they experienced any challenges collaborating with their local program or workforce intermediary during the SAO pilot, eight out of ten employers for the 12-month survey replied “no”²⁵. The only employer that responded in the affirmative indicated it was due to “unprepared trainees”.

For the 18-month respondents, nine out of eleven employers indicated they did not encounter any challenges²⁶. The only employer that responded in the affirmative reported that the candidate was not suitable.

Similarly, 11 out of 14 one-time employers reported that they did not experience any challenges collaborating with their local program or workforce intermediary²⁷. The two cases where challenges were encountered by employers were due to communication difficulties (misunderstandings). Specifically, one employer commented that the cohort of jobseekers believed they were getting paid for their job placement work, and another employer associated with different project felt that the local program did not meet the requirements they specified for the work needed from their jobseeker cohort.

5.3.6 Suggested Improvements

Seven out of ten employers at 12-months did not report any suggestions to improve SAO. However, one employer had mixed reviews of their jobseeker placements. While some were found to be excellent, others were not as committed to their work. Another employer from the same project suggested at least two on-site check-ups for their placements’ progress and also to allow jobseekers more choice in terms of which employer they could work with in order to better match their skills. Finally, an employer from another project recommended that employers be advised what is best to teach/train their jobseeker cohorts in terms of work skills. This may be of assistance in addressing some of the jobseeker concerns with training as noted in the analysis of open-ended questions for jobseekers.

Eight out of 11 18-month respondents did not indicate any suggestions for SAO improvement. However, two suggestions made from employers in one of the projects were better work preparedness on the part of participants, and a “weekly check-in” during the first month with both the jobseeker and the employer to assess the jobseeker’s progress. Additionally, one employer from another project indicated that even though the program itself is a good idea, there were issues with absenteeism and a poor attitude with some of their participants.

For the one-time survey employers, 9 out of 14 did not report any suggestions for improvement to SAO in general. For those that did provide suggested improvements, some key themes were improving training/preparation and jobseeker attitudes and

²⁵ In addition, the question was not applicable to one of the employers.

²⁶ In addition, the question was not applicable to one of the employers.

²⁷ In addition, the question was not applicable to one of the employers.



reducing absenteeism. These suggested improvements came from employers associated with two projects. Assistance with training was also a notable mention.

3.4 Delivery Summary

Overall, survey results suggest that both jobseekers and employers generally had positive experiences with SAO and were satisfied with program delivery. More than three-quarters of jobseekers would recommend the program to someone looking for similar services (78%-86% total agreement across all participants in all surveys).

Positive comments by jobseekers largely related to personal growth as a result of the program, good experiences with classroom learning and teachers, and good outcomes such as obtaining a job or earning a certification that arise from participation in SAO. There were relatively fewer mentions related to challenges and suggestions for program improvement, but those that were given tended to be related to quality of training and placements. There were not enough comments per project to identify any consistent patterns related to project-specific improvements.

While there were smaller numbers of employer survey respondents, feedback was generally positive from those that did respond. Overall, there was general satisfaction with the soft skills, foundational skills, and technical skills of program participants, and employers were generally pleased with SAO services and found them to be useful. Although some dissatisfaction was expressed, the provided commentary in response to open-ended survey questions did not allow for full exploration of how challenges could be addressed, or the program could be improved. However, there was some mention that guidance with respect to training and preparation along with check-ins with participants and employers could be helpful.



4. SAO Pilot Evaluation Results: Effectiveness

Results related to program effectiveness assist in evaluating the outcomes and impact of the SAO pilot and the extent to which the objectives of SAO are being met.

Effectiveness was addressed as part of the interval and one-time surveys for both jobseekers and employers. This includes a comparison of both SAO and matched ES jobseekers' key post-program job characteristics such as:

- Work and employment status
- Employer, job position, and job responsibilities
- Typical working hours and wages
- Job satisfaction

Evaluation of program effectiveness also includes examination of SAO jobseekers' perceptions of program effectiveness in terms of improvements in their:

- Employability and work skills
- Job search and job retention skills
- Confidence in next career steps

SAO employers also provided their feedback regarding program effectiveness and employment outcomes in terms of:

- Job readiness of jobseekers
- Employment retention of jobseekers
- Employment gaps being filled

4.1 SAO and ES Jobseekers' Employment Outcomes

SAO program effectiveness is first addressed through examination of jobseekers' reported employment outcomes after participation in their programs. For the 6-, 12-, and 18-month surveys, questions related to employment status, quality, and satisfaction were asked to SAO jobseekers as well as both ES comparison groups (ES with LBS and ES without LBS), while the one-time survey was specific to SAO.

6.1.1 Employment Status

6.1.1.1 Currently Working

Upon the jobseeker's completion of their work training program and depending upon the project, jobseekers had the opportunity to gain work experience in a particular work

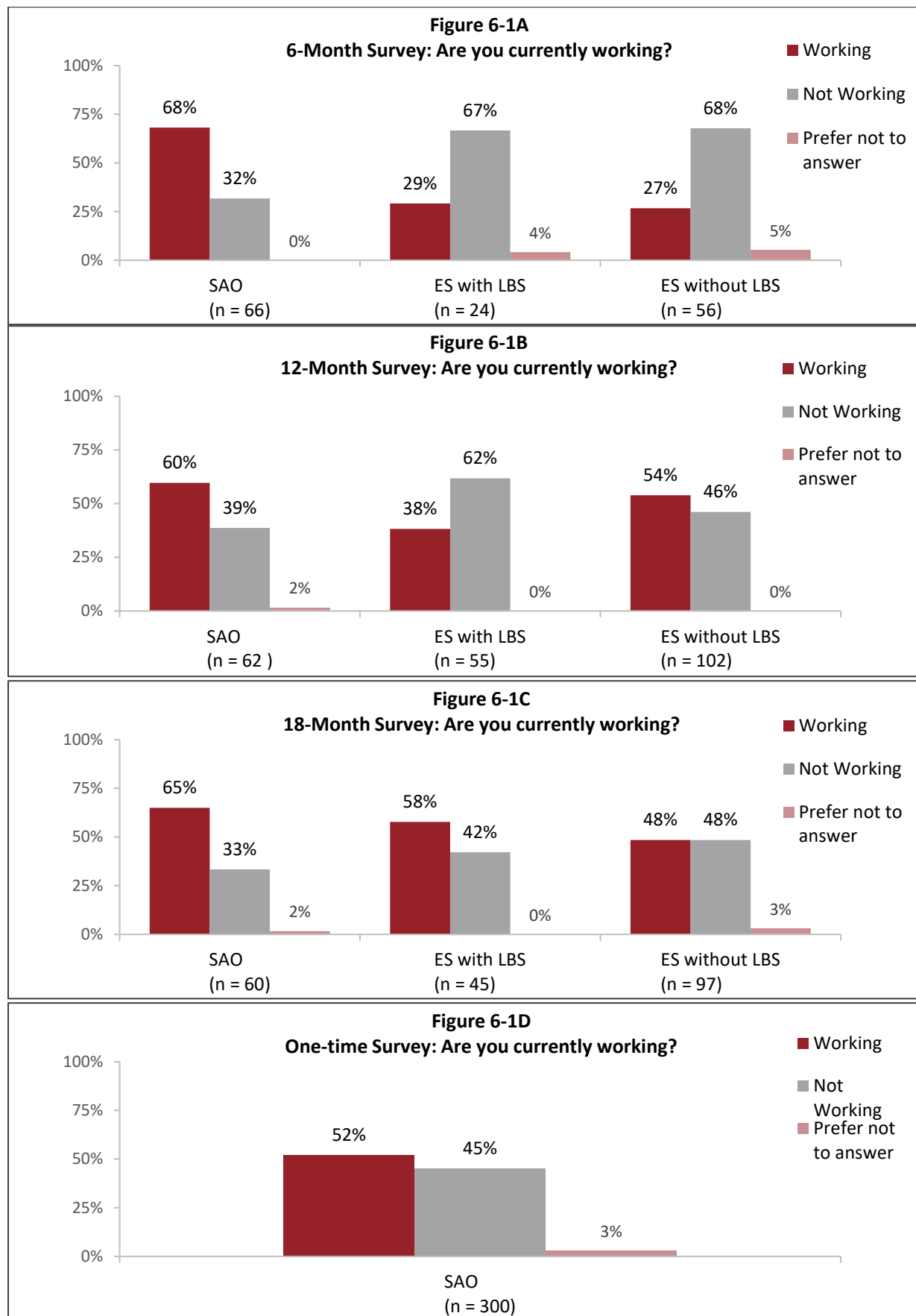


industry area through a job placement or job trial period. In some cases, employers had the choice to offer employment to the jobseeker afterwards. In other cases, jobseekers would be expected to begin their job search using their skills training and additional post-program supports made available to them. At intervals of 6-, 12-, and 18-months, follow-up surveys were conducted to assess the employment situation for the SAO and ES jobseeker participants.

Overall, about two-thirds of SAO jobseekers (60% to 68%) across the interval surveys (6-month, 12-month, 18-month) reported they were working, while about half (52%) of one-time survey respondents reported that they were working (Figures 6-1A to 6-1D).

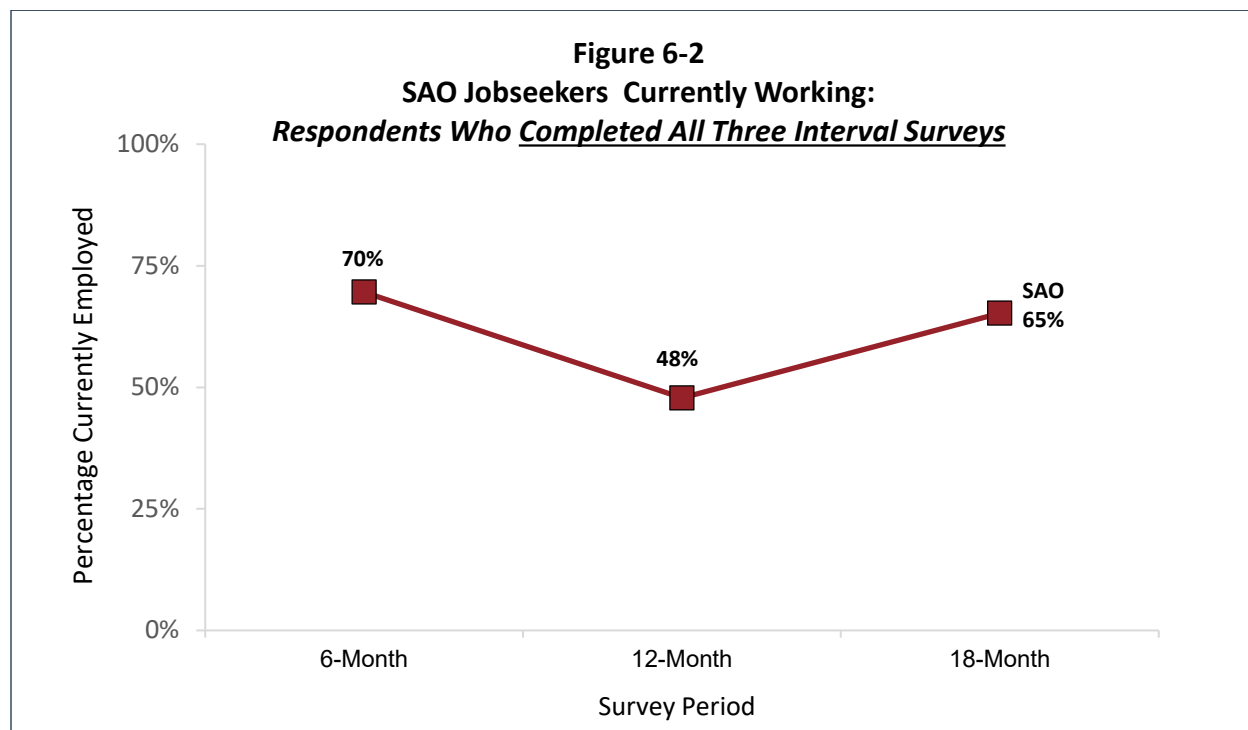
At the time of the 6-month survey, SAO respondents were more likely to be working than both the ES with LBS and ES without LBS respondents (68% vs. 27%-29%, Figure 6-1A). At 12-months, SAO respondents were more likely to be working than the ES without LBS group (60% vs. 38%, Figure 6-1B), but just as likely to be working as the ES with LBS group (60% vs. 54%, Figure 6-1B). At 18-months, all three groups had relatively similar proportions of respondents working (65% for SAO, 58% for ES with LBS, and 48% for ES without LBS, Figure 6-1C)²⁸.

²⁸ Those who answered 'Don't Know' to question 1A 'Are you currently working?' were excluded from calculations presented in tables 6-4A to 6-4D.





Examination of results for the group of respondents who completed all three interval surveys (i.e., the 6-, 12-, and 18-month surveys) (n = 23) allows for a longitudinal analysis of trends over time²⁹. For the SAO jobseekers who completed all three interval surveys (i.e., the exact same participants at each time interval), those working ranged from 48% to 70% within the three time periods (Figure 6-2).



n = 23 for all 3 intervals

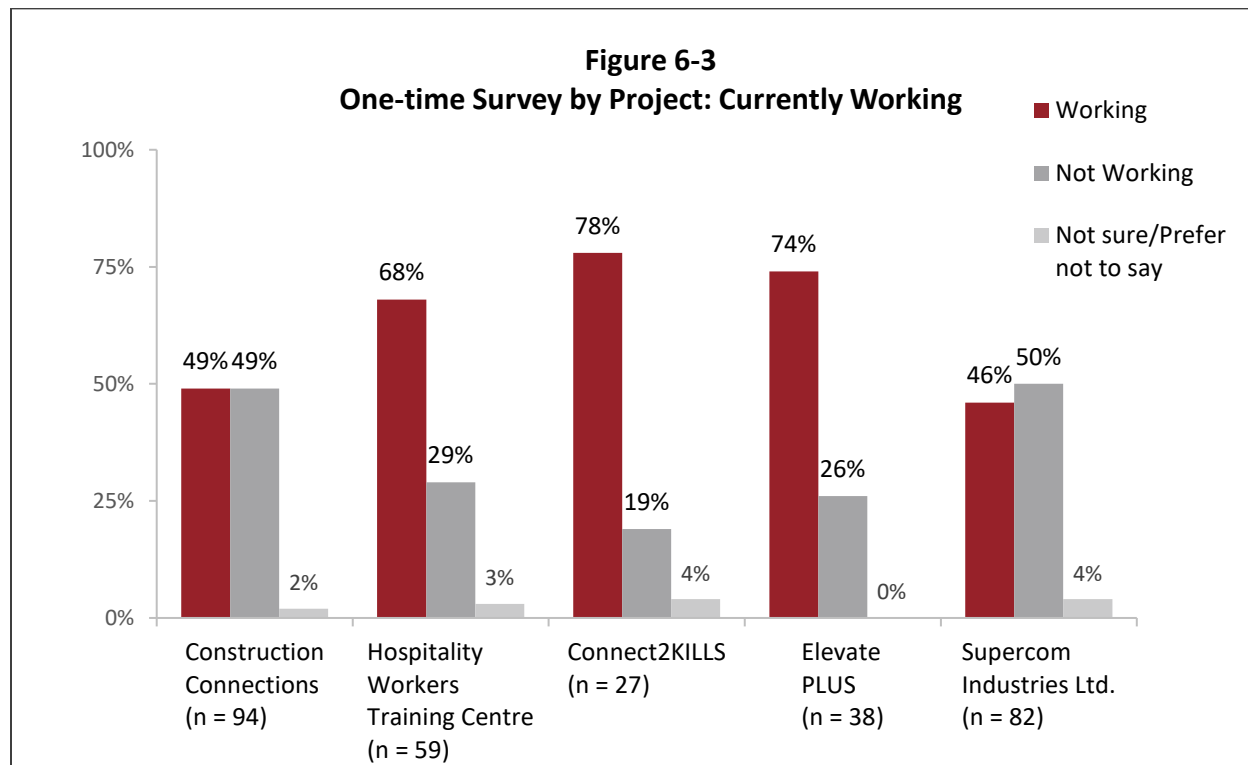
It was also of interest to examine employment outcomes separately for each project to identify any notable patterns. However, due to lower numbers of respondents for the 6-, 12- and 18-month surveys, particularly when broken down by project, results are shown only for the one-time survey by project as this survey had the largest number of respondents for all projects.

The analysis that looked at employment outcomes by project for those who responded to the one-time survey indicates that about two-thirds to three-quarters of jobseeker respondents from the Hospitality Workers Training Centre (68%), Elevate PLUS (74%), and Connect2SKILLS (78%) reported that they were working at the time of the survey (Figure 6-3). In addition, about half of respondents from the Construction Connections (49%) and Supercom Industries Ltd. (46%) projects reported that they were working.

²⁹ Recall that SAO jobseeker participants may have completed any one, any two, or all three of the interval surveys. Longitudinal analysis ideally focuses on those who completed all of the relevant surveys, in this case the 6-, 12- and 18-month surveys which included items related to employment outcomes.



When comparing employment status across projects, both Construction Connections and Supercom Industries Ltd. were significantly lower than Elevate PLUS and Connect2SKILLS, and Supercom Industries Ltd. was also lower than the Hospitality Workers Training Centre.



One possible explanation as to why employment rates were different across projects is related to time since participation in the SAO program because longer time periods may increase or decrease the likelihood of subsequent employment. Significant differences were found between projects for the average number of months since respondents started SAO training. Specifically, Supercom Industries Ltd. participants had the longest average time since starting their SAO program (17 months), followed by a similar number of months for Construction Connections and the Hospitality Workers Training Centre (15 months and 14 months, respectively), and then Connect2SKILLS & Elevate PLUS (13 months for each). However, when examining correlations between the duration since starting the SAO program and the likelihood of employment, no relationship was found between the two variables. Therefore, time since participation should not be interpreted as a factor associated with the decrease in the likelihood of subsequent employment.



In order to further explore employment outcomes across the diversity of SAO participants, one-time survey results for the question that asked respondents if they were currently working were also examined across various demographic breakdowns as shown in Table 6-1. Those who did not complete high school were significantly less likely to be working (25%) than those who completed high school (58%) or completed a postsecondary education (65%). There were no other statistically significant differences found.

Table 6-1: SAO One-Time Survey: Proportion Currently Working by Demographics

Demographic: Gender

Gender	N	Working
Male	226	53%
Female	73	49%

Demographic: Age (years)

Age (years)	N	Working
18 to 29	113	56%
30 to 39	74	46%
40 to 49	61	54%
50 +	52	52%

Demographic: Education

Education	N	Working
Less than high school	61	25%
High school or Equivalent	122	58%
Some postsecondary	31	45%
Post-secondary	77	65%

Demographic: Disability

Disability	n	Working
Yes	27	44%
No	273	53%



Demographic: Visible Minority

Visible Minority	N	Working
Yes	32	53%
No	268	52%

Demographic: Indigenous

Indigenous	N	Working
Yes	65	43%
No	235	55%

Demographic: Previous Source of Income

Previous Source of Income	n	Working
ODSP, OW, EI, or Dependent	194	45%
Employed or Self-Employed	14	57%
None	61	64%

Demographic: Poor Work Retention History

Poor Work Retention History	n	Working
Yes	83	45%
No	181	57%

Demographic: Pre-Job Readiness Skills

Pre-Job Readiness Skills	n	Working
Needs Development	177	46%
Satisfactory	93	60%
Strength	11	55%

6.1.1.2 Reasons for Not Working

SAO survey respondents who reported that they were unemployed were asked to indicate the reason(s) why they were not working. Reasons for not working can be



examined to assist in understanding the employment-related circumstances of SAO program participants overall and by project.

The top reason for not working across the 6-month interval surveys and the one-time survey, as well as across projects was “want to work but can’t find a job/ looking for a job/better job” (38%-56% across all surveys, and 41%-80% across all projects for the one-time survey) (Tables 6-2 and 6-3).

Other findings that stood out prominently included almost half of the respondents (45%) at 18-months indicating “injury, illness or disability” as reason for not working. As well, about one-third of respondents (35%-38%) at 18-months and at the one-time survey point indicated “waiting for replies from employers” (Table 6-2).

It is of note that for the Construction Connections project, “transportation problems” (35%), “no work is available” (28%), and “currently in school or training program” (28%) featured as the third and fourth most prevalent reasons for the participant not to be working (Table 6-3). Similar findings are noted for the Supercom Industries Ltd. project where “no work is available” and “transportation problems” (32%) featured as the second and third most prevalent reasons for the participant not to be working. Both reasons are related to mobility and geographical location and play a role in these projects’ employment outcomes.



Table 6-2: SAO Jobseekers Surveys: Reasons for Not Working*

Reason	6-Months (n = 21)	12-Months (n = 24)	18-Months (n = 20)	One- Time (n = 135)
Want to work but can't find a job/ looking for a job/better job	38%	46%	55%	56%
Injury, illness or disability	24%	17%	45%	19%
Pregnancy, childbirth, family responsibilities	14%	13%	15%	16%
Waiting for replies from employers	10%	21%	35%	38%
No work is available (in area or suited to skills)	10%	4%	30%	27%
Currently in school or training program	5%	8%	10%	19%
Transportation problems (for example, cost, availability)	0%	17%	20%	30%
Temporary, seasonal job completed	0%	17%	10%	15%
Laid off	0%	13%	15%	18%
Waiting to hear if accepted to a school or training program	0%	8%	10%	10%
Concerned to lose income support (for example, ODSP, OW or Social Assistance)	0%	8%	5%	16%
Permanently unable to work	0%	4%	15%	6%
Waiting for recall (to former employer)	0%	4%	10%	15%
Incarcerated	0%	0%	0%	2%
Never had a job	0%	0%	0%	10%
Was not accepted to school or training program	0%	0%	5%	5%
Other	19%	13%	5%	6%
Don't know	0%	4%	5%	0%
Prefer not to say	0%	0%	0%	2%

*Top 3 responses are shaded in grey.



Table 6-3: SAO Jobseekers One-Time Survey: Reasons for Not Working*

Reason	Construction Connections (n = 46)	Hospitality Workers Training Centre (n = 17)	Connect2SKILLS (n = 21)	Supercom Industries Ltd. (n = 41)
Want to work but can't find a job/ looking for a job/better job	48%	41%	57%	63%
Waiting for replies from employers	43%	41%	33%	29%
Transportation problems (for example, cost, availability)	35%	24%	19%	32%
Currently in school or training program	28%	29%	10%	12%
No work is available (in area or suited to skills)	28%	18%	24%	34%
Injury, illness or disability	20%	18%	43%	7%
Temporary, seasonal job completed	20%	18%	5%	12%
Waiting to hear if accepted to a school or training program	17%	18%	5%	5%
Waiting for recall (to former employer)	17%	18%	0%	20%
Concerned to lose income support (for example, ODSP, OW or Social Assistance)	17%	18%	14%	12%
Never had a job	15%	6%	5%	12%
Pregnancy, childbirth, family responsibilities	13%	24%	5%	20%
Laid off	11%	12%	10%	27%
Was not accepted to school or training program	9%	0%	5%	5%
Incarcerated	7%	0%	0%	0%
Permanently unable to work	4%	12%	5%	0%
Other	9%	6%	10%	2%
Don't know	0%	0%	0%	0%
Prefer not to say	2%	12%	0%	0%

*Top 3 responses are shaded in grey.

ElevatePLUS was not included in the analysis due to low response numbers (n=10).



When looking at the type of unemployment SAO jobseekers were classified as, seven out of ten one-time survey jobseekers (70%) who were not working at the time of the one-time survey were either searching or available for work (and therefore unemployed), while this ranged from 46% to 60% for the 6-month interval surveys. The remainder of jobseekers could be considered not in the labour force because they were not looking or not available for employment (Table 6-4).

Table 6-4: SAO Jobseekers Unemployment Type; All Applicable Participants for Each Survey

Survey	n	Available for Employment*	Unavailable for Employment
6-Month	21	52%	48%
12-Month	24	46%	54%
18-Month	20	60%	40%
One-Time	135	70%	30%

* Those who answered Q1E (6-, 12-, or 18-months survey) or Q1D (one-time survey) with one of the following options were classified as “Searching/Available for Employment”:

- Want to work but can’t find a job/ looking for a job/better job
- Waiting for recall (to former employer)
- No work is available (in area or suited to skills)
- Waiting for replies from employers

Otherwise, the respondent was classified as “Not Searching/Unavailable for Employment”

6.1.1.3 Working with the Same Employer

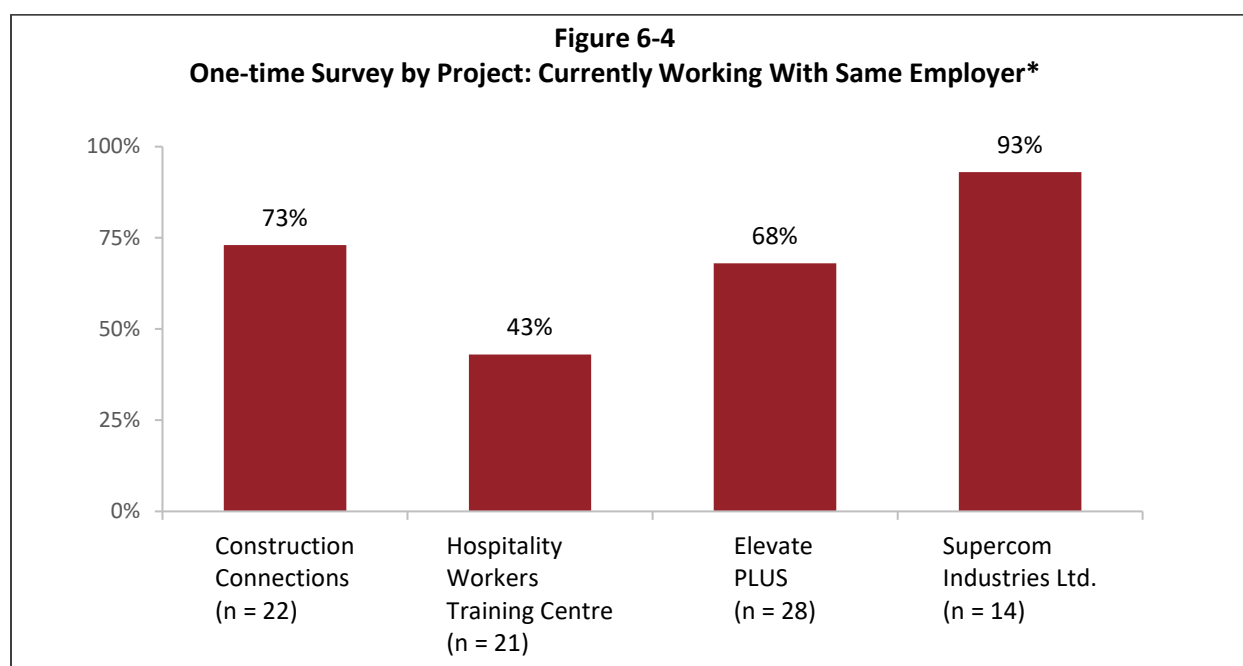
When SAO participants who were working at the time of the survey were asked whether they are still working for the same employer as their work trial, about seven out of ten affirmed this for both the 6-month (72%) and one-time surveys (68%). For 12-month respondents, 61% were still working with the same employer. Compared to the 6-month, 12-month, and one-time survey results, a significantly smaller proportion (36%) of 18-month respondents were working for the same employer (Table 6-5).



Table 6-5 SAO Jobseeker Working for Same Employer as Job Placement/Trail: All Applicable Respondents for Each Survey. ('Are you still working with your job placement or job trial employer?').

Survey	Yes	No
6-Month (n = 18)	72%	28%
12-Month (n = 18)	61%	39%
18-Month (n = 28)	36%	64%
One-time (n = 87)	68%	32%

The one-time survey results by project showed that while almost all of the Supercom Industries Ltd. project participants who were working at the time of the one-time survey were working for the same employer (93%)³⁰, 73% of Construction Connections, 68% of Elevate PLUS, and 43% of the Hospitality Workers Training Centre participants reported working for the same employer (Figure 6-4).



* Connect2SKILLS was excluded due to low response numbers (n = 2)

6.1.1.4 Reasons for Not Working with the Same Employer

For those who responded that they were no longer working for their SAO employer, Table 6-6 presents the reasons why. The top reasons were relatively consistent across the interval surveys, with “personal reasons” being the top reason for the 6-month (75%)

³⁰ Note the relatively small number of participants for Supercom Industries Ltd. (n=14).



and 12-month (37%) surveys, and the second top reason for the 18-month (42%) survey. Looking for better work conditions was also a top reason for the 12-month (37%) and 18-month (45%) surveys. For the one-time survey, the top reason for no longer working for their SAO employer was “job placement ended and was not hired on” (24%).

Table 6-6: SAO Jobseeker One-Time Survey: Reasons for Not Working with SAO Employer*

Reason	6-Months (n = 16)	12-Months (n = 27)	18-Months (n = 38)	One-Time (n = 107)
Personal reasons	75%	37%	42%	20%
Looking for better hours	44%	30%	32%	22%
Looking for better work conditions	38%	37%	45%	18%
Looking for better training opportunities	38%	26%	37%	18%
Looking for better work location	38%	26%	24%	18%
Looking for higher job position/ promotion opportunities	31%	19%	32%	16%
Looking for better pay	25%	19%	34%	15%
Job placement ended and was not hired on	25%	7%	13%	24%
It was the choice of my employer	13%	19%	29%	16%
Other reason	6%	15%	13%	19%
Don't know	0%	7%	0%	3%
Prefer not to answer	0%	7%	5%	11%

*Top 3 responses are shaded in grey.

With regards to reasons for no longer working for their SAO employer (Table 6-7), the reasons varied more considerably across projects for the one-time survey, but “job placement ended and was not hired on” did feature prominently among the five projects as a reason why the respondent was no longer working with their SAO employer (17%-36%).



Table 6-7: SAO Jobseekers One-Time Survey: Reasons for Not Working with SAO Employer*

Reason	Construction Connections (n = 25)	Hospitality Workers Training Centre (n = 25)	Connect2SKILLS (n = 15)	Elevate PLUS (n = 18)	Supercom Industries Ltd. (n = 24)
Looking for better training opportunities	28%	16%	13%	17%	13%
Looking for better work location	24%	16%	0%	28%	17%
Looking for better work conditions	24%	4%	20%	44%	4%
Job placement ended and was not hired on	20%	36%	20%	28%	17%
Looking for better hours	20%	28%	7%	33%	21%
Looking for higher job position/ promotion opportunities	20%	12%	20%	28%	4%
Looking for better pay	20%	12%	7%	22%	13%
It was the choice of my employer	12%	8%	33%	22%	13%
Personal reasons	4%	16%	33%	39%	17%
Other	32%	16%	13%	17%	13%
Don't know	4%	0%	7%	0%	4%
Prefer not to answer	8%	8%	13%	6%	21%

*Top 3 responses are shaded in grey.

6.1.2 Employment Type

6.1.2.1 Current Job Industry

SAO jobseekers who were working at the time of the survey (whether working or not working for the same SAO employer) were also asked to indicate the industry area in which they were currently working and to provide a description of their job. This information was used to code jobs into major industry classifications³¹. This allowed for comparison of industry area of work during and after training.

At the 6-month, 12-month, and one-time survey periods, at least three out of five survey respondents (63%-65%) were still working within the same industry as their work training, while a significantly lower proportion (48%) were still in the same industry at

³¹ Industries were coded into main categories of the North American Industry Classification System (NAICS).



18-months. The one-time survey showed 63% working within the same industry as their work training (Table 6-8).

Table 6-8: SAO Respondent Industry of Employment Compared to Job Training Industry: All Applicable Participants for Each Survey

Survey	Same Industry	Different Industry
6-Month (n = 46)	65%	35%
12-Month (n = 39)	64%	36%
18-Month (n = 40)	48%	53%
One-time (n = 157)	63%	37%

6.1.2.2 Industry Movement

In order to determine the nature of the movement among those who were determined to be working in a different industry as compared to their job training industry, additional analysis was conducted to examine the main industries into which the participants found employment. Table 6-9 presents industry of employment for those respondents within the one-time survey who were classified as working in a different industry and that industry could be specifically identified. As shown in this table, retail trade (22%) was the most common industry that the respondent moved into after working for their SAO employer, followed by construction (15%), and accommodation and food services (13%).



Table 6-9: One-Time SAO Respondent Job in Different Industry from SAO Training: Industry Type

Industry	Percentage (n = 55)
Retail Trade	22%
Construction	15%
Accommodation and Food Services	13%
Transportation and Warehousing	11%
Mining	7%
Administrative and Support and Waste Management and Remediation Services	7%
Other Services (except Public Administration)	7%
Information	4%
Health Care and Social Assistance	4%
Arts, Entertainment, and Recreation	4%
Manufacturing	4%
Agriculture, Forestry, Fishing and Hunting	2%
Finance and Insurance	2%

6.1.2.3 Application of Job Skills to Industry

Further analysis examined participant experiences among those who were working in the same industry as their training compared to those who were working in a different industry at the time of the one-time survey. Specifically, Table 6-10 shows perceptions and experiences of job skill improvements for one-time survey respondents who reported working in the same industry as their training as compared to those who reported working in a different industry than their training³². These results reveal that survey respondents who were working in the same industry as their SAO training were more likely to indicate that the skills they learned helped them find a job (81% vs. 59%), helped them keep a job (80% vs. 64%), improved their general work skills (78% vs. 52%), and improved their job-specific skills (77% vs. 53%). Perceived improvements in employability skills were relatively similar between the two groups (70% and 64%).

It is also important to note that even though jobseekers working in a different industry were less likely to agree in most cases compared to their counterparts when it came to skills improvement, half or more (52%-64%) were still likely to agree that SAO led to an

³² Note that results for overall perceptions and experiences of SAO jobseekers are presented in a separate section of this report.



improvement in the skills-related statements in Table 6-10. This serves as an important indicator that SAO training can still benefit jobseekers outside of their industry training in terms of obtaining and maintaining jobs.

Therefore, these results suggest that the SAO skills training received in relation to participants' work industry is either:

- largely relevant to the same work industry that the jobseekers are trained; or
- often adaptable to other jobs for those working outside of their training industry.

Table 6-10: SAO Jobseeker Perceptions and Experiences of Job Skill Improvements: One-Time Survey Jobseekers Working the Same Industry as Training vs. Different Industry

Survey	Same Industry Total Agreement (n = 99)	Different Industry Total Agreement (n = 58)
It has helped me improve skills I can use to find a job.	81%	59%
It helped me improve skills I can use to keep a job.	80%	64%
My employability skills have improved.	70%	64%
My general work skills needed for the job have improved.	78%	52%
My job-specific skills have improved.	77%	53%

6.1.3 Income and Hours

6.1.3.1 Current Job Hours and Wages

Table 6-11 shows average hours worked and wages earned for the SAO and ES comparison groups. Results show that the average hours worked per week for SAO respondents at 6-, 12-, and 18-months was statistically similar to the average weekly hours by ES with LBS and ES without LBS groups. Similarly, there was no difference between the hourly and weekly wages for the SAO respondents at the 6-, 12-, and 18-month surveys compared to the ES with LBS and ES without LBS groups. The one-time survey respondents worked an average of 37.1 hours per week, with an average hourly wage of \$18.60 and an average weekly wage of \$688.59.



Table 6-11: Jobseekers Average Hours Worked and Wages Earned: All Applicable Participants for Each Survey

Table 6-11A: 6-Month

Survey	Weekly Average Hours	Weekly Average Wage***	Hourly Average Wage****
SAO	33.2	\$560.83	\$17.49

Table 6-11B: 12-Month

Survey	Weekly Average Hours	Weekly Average Wage***	Hourly Average Wage****
SAO	38.1	\$663.80	\$16.80
ES with LBS	35.5	\$590.58	\$16.34
ES without LBS	34.7	\$572.44	\$17.33

Table 6-11C: 18-Month

Survey	Weekly Average Hours	Weekly Average Wage***	Hourly Average Wage****
SAO	40.9	\$739.77	\$17.83
ES with LBS	32.7	\$507.65	\$16.74
ES without LBS	33.8	\$628.08	\$18.20

Table 6-11D: One-Time

Survey	Weekly Average Hours	Weekly Average Wage***	Hourly Average Wage****
SAO	37.1**	\$688.59	\$18.60

*Respondents were asked to report number of hours worked per week as well as hourly, weekly, bi-weekly, or annual earnings, but were not required to respond. Weekly average hours, weekly average wage, and hourly average wage were calculated independently of one another based on available information from individual respondents.

**An outlier was not included in the weekly average hours calculations because the respondent reported working 179 hours per week. They were not included in any wage calculation either.

***A small number of outliers (n = 4) were not included in the weekly average wage calculations - specifically, those who reported (or were calculated) to be earning \$100 or less per week and worked more than 10 hours per week.

****A small number of outliers (n = 13) were not included in the hourly average wage calculations - specifically, those who reported (or were calculated) to be earning less than \$10.00 per hour or more than \$80 per hour.

6-Month SAO Weekly average hours n = 40; Weekly average wage n = 35; Hourly average wage n = 32

6-Month ES with LBS was excluded due to low response numbers

6-Month ES without LBS was excluded due to low response numbers

12-Month SAO Weekly average hours n = 33; Weekly average wage n = 28; Hourly average wage n = 26

12-Month ES with LBS Weekly average hours n = 21; Weekly average wage n = 16; Hourly average wage n = 16

12-Month ES without LBS Weekly average hours n = 50; Weekly average wage n = 42; Hourly average wage n = 40



18-Month SAO Weekly average hours n = 35; Weekly average wage n = 30; Hourly average wage n = 30
18-Month ES with LBS Weekly average hours n = 23; Weekly average wage n = 20; Hourly average wage n = 20
18-Month ES without LBS Weekly average hours n = 43; Weekly average wage n = 37; Hourly average wage n = 36
One-Time SAO Weekly average hours n = 143; Weekly average wage n = 119; Hourly average wage n = 115

For the one-time survey results by project³³, participants from the Hospitality Workers Training Centre (M = 30.1 hours) reported working significantly fewer hours per week than those from Elevate PLUS (M = 42.3 hours) and Supercom Industries Ltd. (M = 41.2 hours) (Figure 6-5A). Furthermore, Hospitality Workers Training Centre participants earned significantly less in terms of weekly wages (M = \$448.68) compared to those from Supercom Industries Ltd. (M = \$830.80), Construction Connections (M = \$800.97), and Elevate PLUS (M = \$614.46) (Figure 6-5B). This lower weekly wage within the Hospitality Workers Training Centre program could be accounted for by the lower average weekly working hours, but it was also found that Hospitality Workers Training Centre respondents reported lower wages on an hourly basis (M = \$15.74) compared to Construction Connections (M = \$22.08) and Supercom Industries Ltd. (M = \$20.22) (Figure 6-5C).

³³ Connect2SKILLS was excluded due to low response numbers (n = 5)

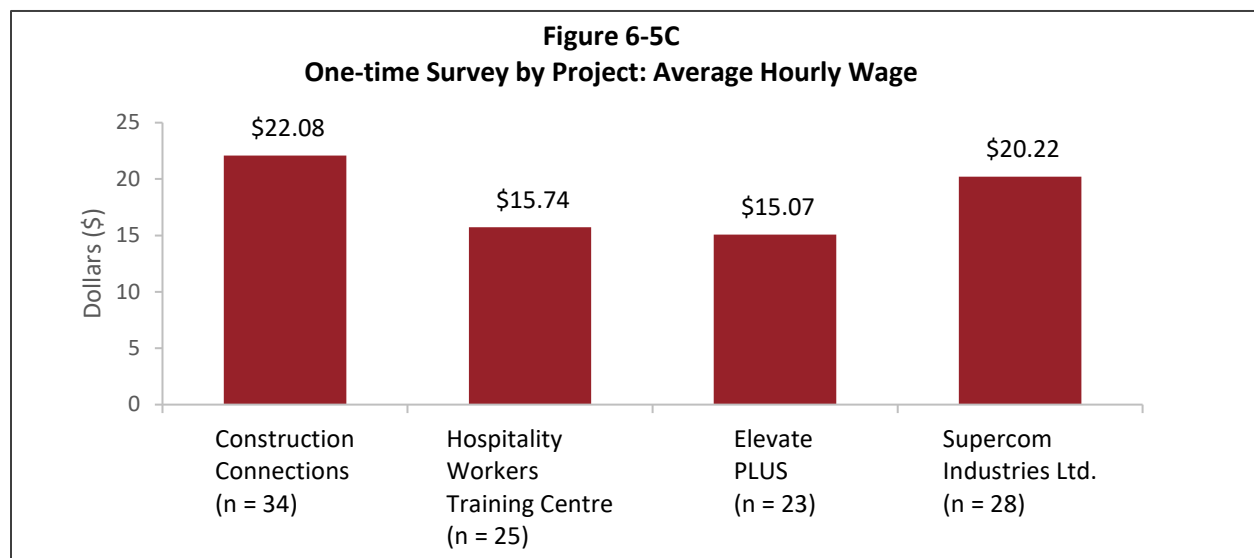
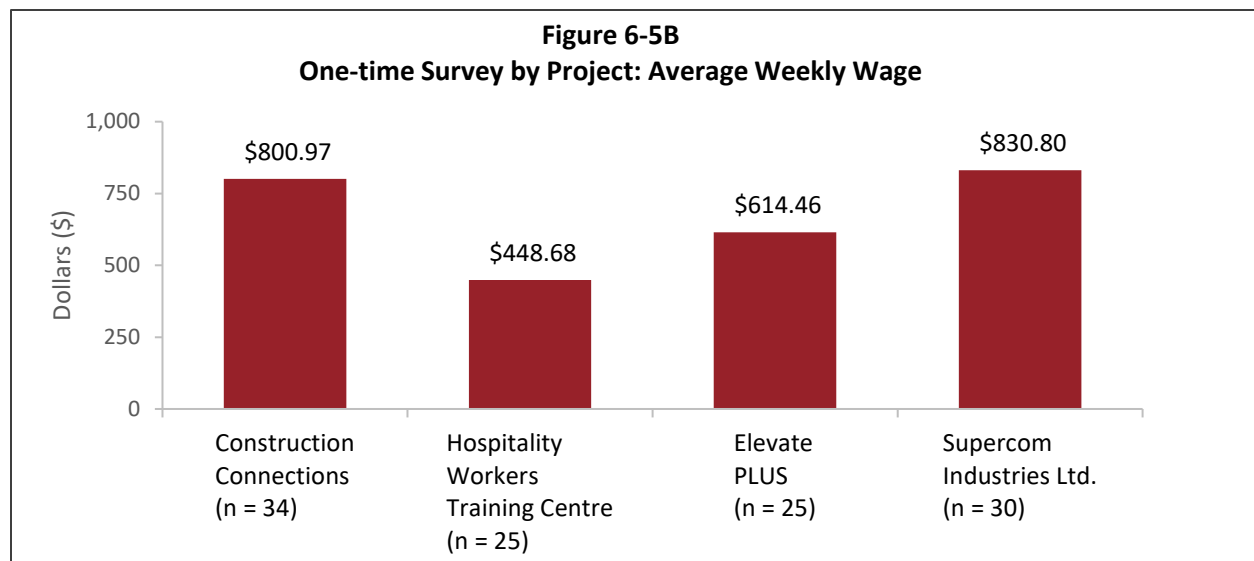
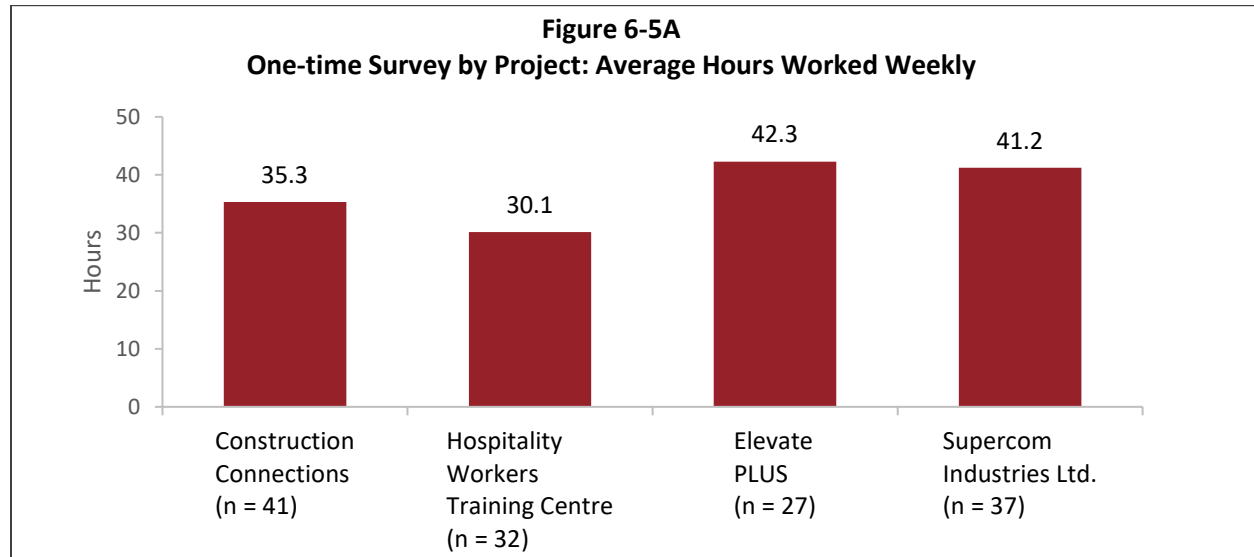
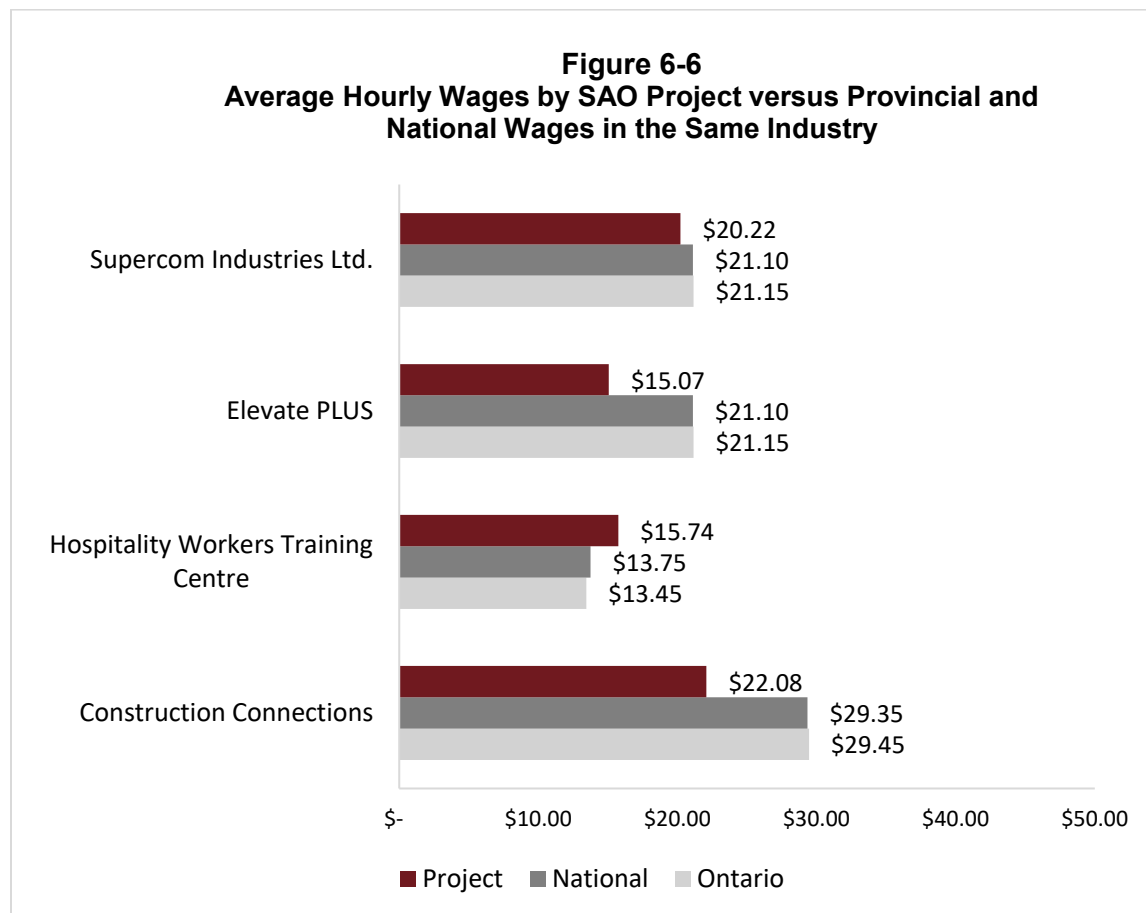




Figure 6-6 presents a comparison of hourly wages by each project and the average wages of individuals within the same industry in Ontario and nationally³⁴. Both Elevate PLUS (\$15.07) and Construction Connections (\$22.08) are lower than both the provincial and national averages by more than \$5.00³⁵. While these comparisons can provide general analysis regarding industry wages, it is of note that there cannot be a direct comparison of average industry wage to SAO average wage due to the fact that SAO projects have a narrow scope of jobs that may not be representative of the entire industry.



When looking at hourly wage results by SAO participant demographics (Table 6-12), it was found that males reported significantly higher average hourly wages than females (\$19.39 vs. \$15.75). Male (\$16.85) and female (\$14.71) hourly wages were compared for Hospitality Workers Training Centre, but no significant differences were found. Other projects did not have enough female respondents to conduct statistical testing. No

³⁴ Statistics Canada. Table 14-10-0103-01 Average full-time hourly wage paid and payroll employment by type of work, industry and occupation. DOI: <https://doi.org/10.25318/1410010301-eng>

³⁵ These differences could not be statistically tested for significant differences.



significant differences were found between other demographic breakdowns (Table 6-12).

Table 6-12: One-Time SAO Jobseekers Demographic Data for One-Time Survey Wages

Demographic: Gender

Gender	n	Average Hourly Wage
Male	88	\$19.39
Female	26	\$15.75

Demographic: Age (Years)

Age (Years)	n	Average Hourly Wage
18 to 29	44	\$18.67
30 to 39	25	\$18.78
40 to 49	25	\$18.74
50 +	21	\$18.05

Demographic: Education

Education	n	Average Hourly Wage
Less than high school	11	\$20.30
High school or Equivalent	54	\$18.43
Some postsecondary	11	\$17.21
Postsecondary	33	\$19.35

Demographic: Indigenous

Indigenous	n	Average Hourly Wage
Yes	22	\$19.65
No	93	\$18.35

Demographic: Disability

Disability	n	Average Hourly Wage
Yes	NA	NA *



Disability	n	Average Hourly Wage
No	107	\$18.79

Demographic: Visible Minority

Visible Minority	n	Average Hourly Wage
Yes	NA	NA *
No	106	\$18.75

Demographic: Previous Source of Income

Previous Source of Income	n	Average Hourly Wage
ODSP, OW, EI, or Dependent	68	\$19.26
Employed or Self-Employed	NA	NA *
None	31	\$18.36

Demographic: Poor Work Retention History

Poor Work Retention History	n	Average Hourly Wage
Yes	32	\$19.02
No	71	\$18.75

Demographic: Pre-Job Readiness Skills

Pre-Job Readiness Skills	n	Average Hourly Wage
Needs Development	60	\$19.55
Satisfactory	38	\$18.16
Strength	NA	NA *

* Results not reported due to low response numbers (n=3 to 9).



6.1.4 Employment Quality

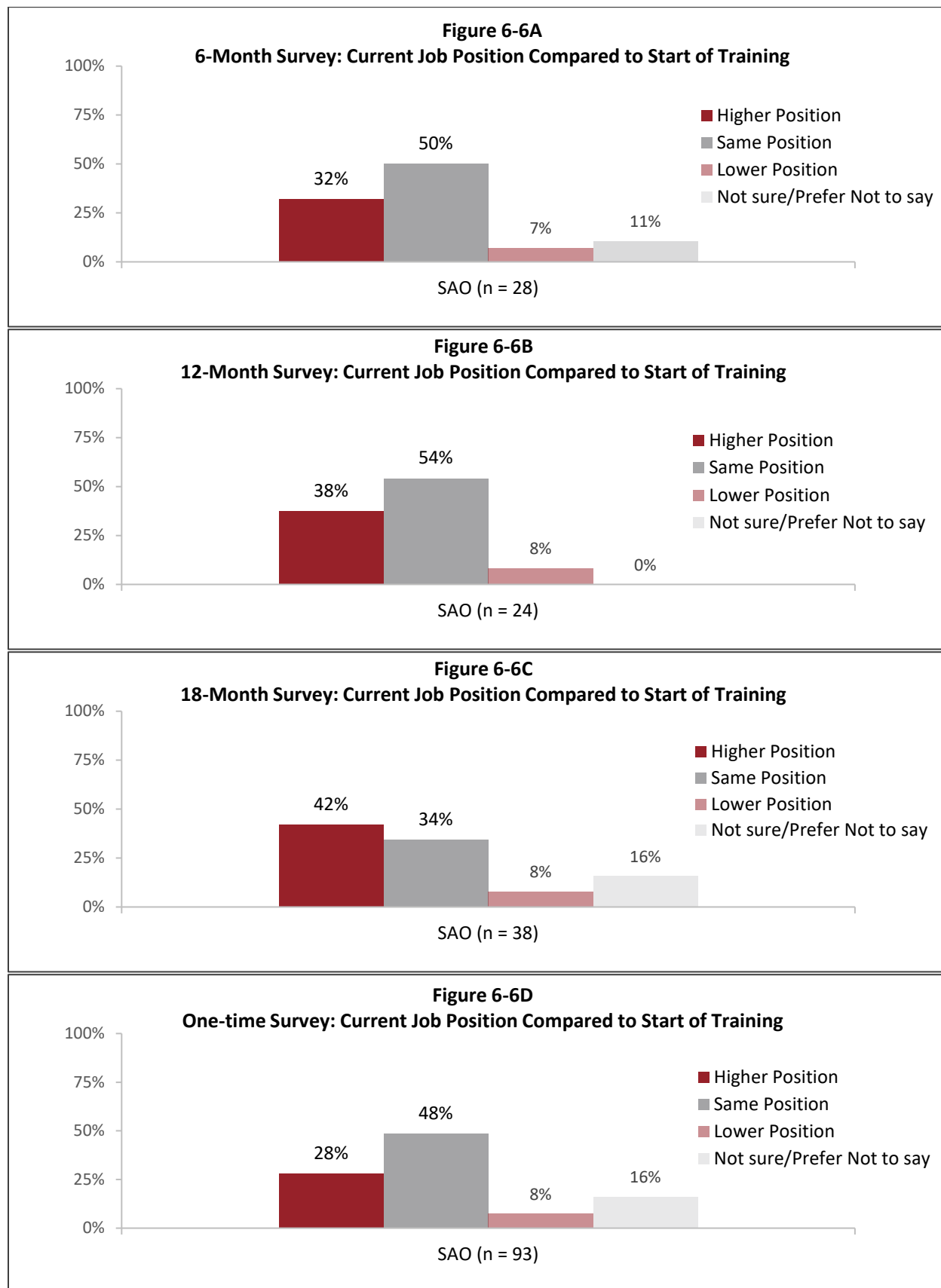
6.1.4.1 Current Job Position and Responsibilities

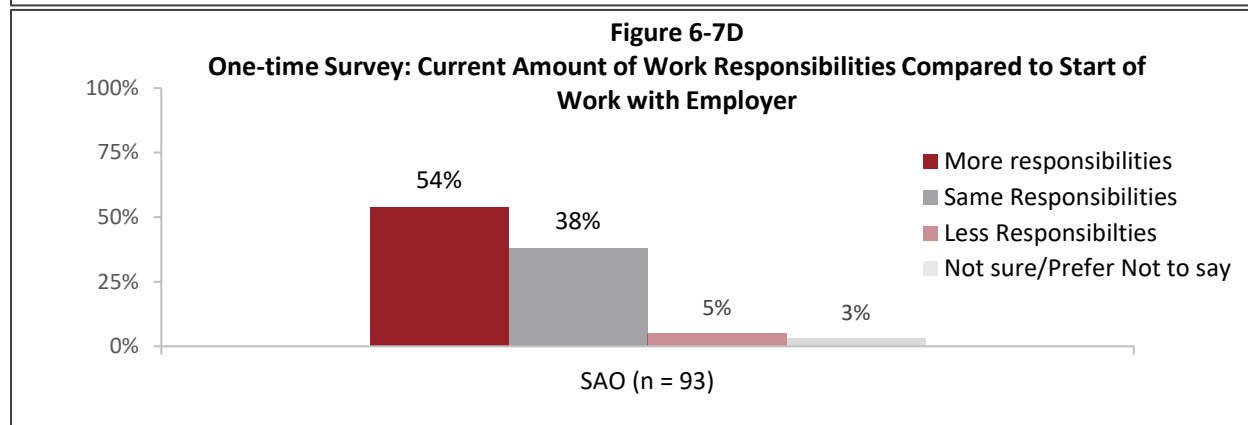
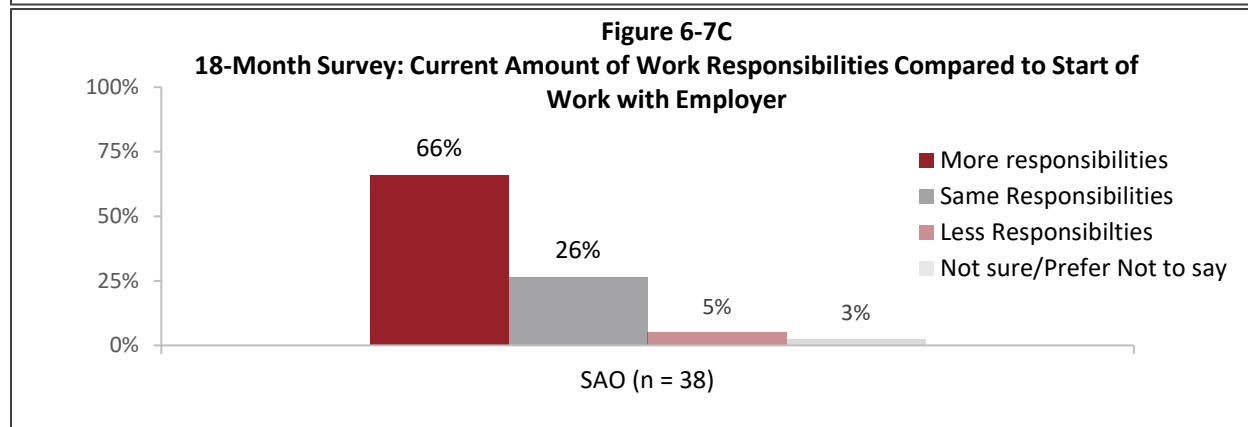
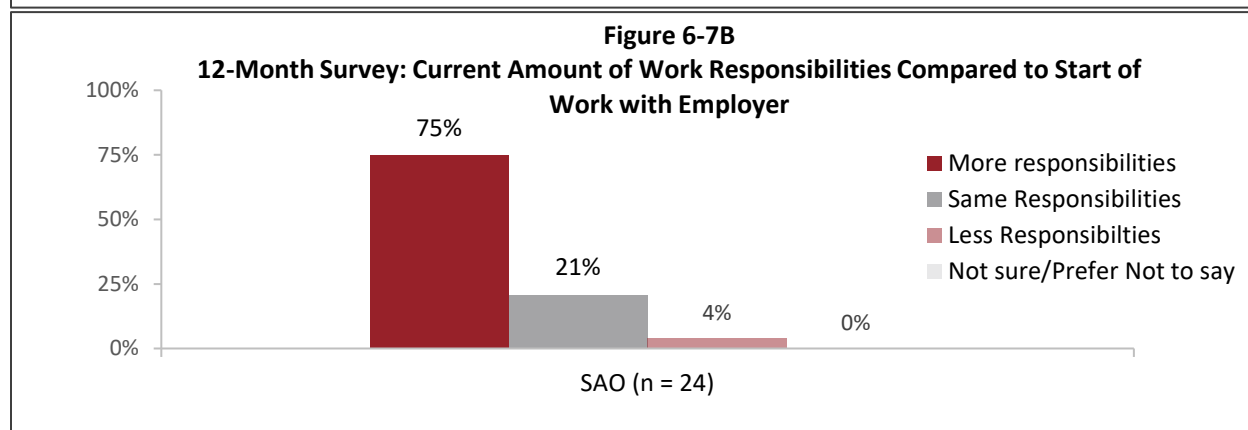
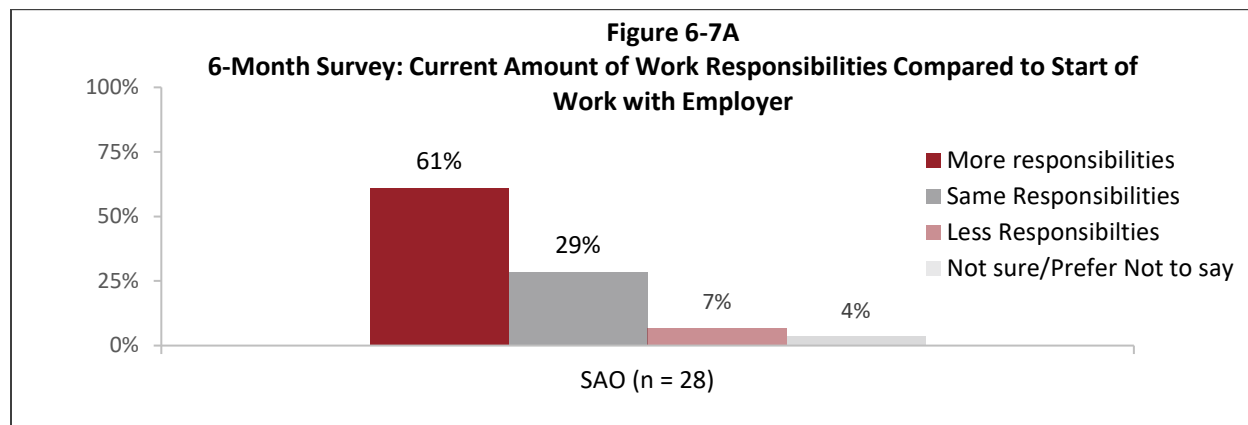
As an additional measure related to employment after participation in the SAO pilot, SAO respondents who reported that they were currently working were asked whether their current job position was higher than, the same as, or lower than it was compared to when they first started their training (at the interval surveys and the one-time survey). SAO respondents were also asked whether they had more, the same, or less job responsibilities compared to when they started working with their employer.

Overall, about half of SAO respondents still held the same position at the time of the 6-month (50%) and 12-month (54%) surveys, while approximately one third or more (32% to 44%) at all survey intervals reported holding higher job positions. For the one-time survey, 28% reported holding a higher job position than when they started training (Figures 6-6A to 6-6D).

With respect to job responsibilities, the majority of respondents reported an increase in responsibilities after exiting the program. More specifically, 61%-75% of respondents across the 6-, 12-, and 18-month surveys reported an increase in job responsibilities compared to when they started working for their employer. For the one-time survey, 55% of respondents indicated an increase in their job responsibilities compared to their responsibilities during work training (Figures 6-7A to 6-7D).

Thus, across all surveys, while close to one-third or more of SAO respondents reported being in a higher job position compared to the start of training (28%-42%), the majority reported greater work responsibilities (54%-75%).







6.1.4.2 Current Job Opportunities

Respondents were asked if there were many opportunities for advancement at their job (which included earning more money, getting promoted, more responsibilities, or more benefits). This was examined by whether or not the respondent was working for the same SAO employer as their training. While noting the relatively low numbers of respondents for the 12- and 18-month surveys, those still working with their SAO employer showed an agreement level of 71% to 90% for the 12-month, 18-month, and one-time surveys that there were opportunities for advancement at their current job. For those no longer working for their SAO employer, agreement levels ranged from 54% to 67% that there were opportunities for advancement at their current job (Table 6-13).

Table 6-13: Opportunities for Advancement at Current Job: By Employer Type

Survey*	n	Still Working with SAO Employer (Total Agreement %)	n	Working with Different Employer (Total Agreement %)
12-month	11	73%	NA	NA**
18-month	10	90%	18	67%
One-Time	59	71%	28	54%

* Due to low response numbers, the 6-month survey results are not included in this table.

**Result not reported due to low response number (n=7).

6.1.4.3 Current Job Satisfaction

The goals of SAO are related to providing training that leads to gainful and long-term employment for individuals who participate in the program. Although these goals are not intended to address job satisfaction, satisfaction with one's work can be one of many factors that influences whether a person continues working. Low job satisfaction can stimulate moving on to a new employment opportunity, but in some cases, it can lead to unemployment. Therefore, it was deemed appropriate to measure current job satisfaction of the working jobseekers across the surveys.

Overall, SAO received positive feedback at all survey periods with respect to jobseeker satisfaction with their current job (73%-87% total satisfaction). Satisfaction levels for ES with LBS ranged from 76% to 88%, while ES without LBS ranged from 60% to 81% (Table 6-14 A-C). Job satisfaction levels were found to be relatively similar across time periods and when compared between SAO, ES with LBS, and ES without LBS groups.



Table 6-14: SAO Jobseeker Job Satisfaction: All Applicable Participants for Each Survey

Table 6-14A: SAO

Survey*	Total Satisfaction	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Don't Know/ Prefer not to say
6-month (n = 45)	73%	22%	51%	16%	4%	0%	7%
12-month (n = 37)	86%	32%	54%	8%	3%	0%	3%
18-month (n = 39)	87%	41%	46%	10%	0%	3%	0%
One-time (n = 157)	73%	27%	45%	13%	7%	3%	2%

Table 6-14B: ES with LBS*

Survey*	Total Satisfaction	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Don't Know/ Prefer not to say
12-month (n = 21)	76%	38%	38%	14%	0%	10%	0%
18-month (n = 26)	88%	42%	46%	4%	4%	0%	4%

Table 6-14C: ES without LBS

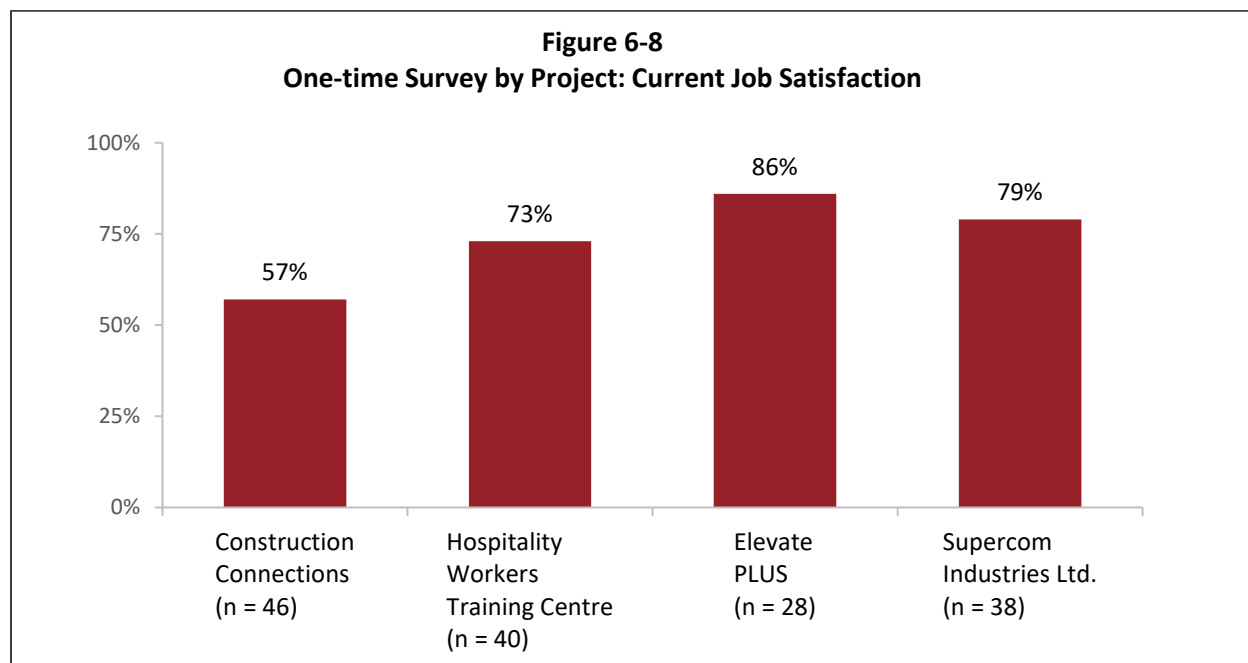
Survey*	Total Satisfaction	Very Satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied	Don't Know/ Prefer not to say
6-month (n = 15)	60%	20%	40%	13%	7%	0%	20%
12-month (n = 55)	73%	24%	49%	15%	7%	2%	4%
18-month (n = 47)	81%	26%	55%	9%	4%	6%	0%

*6-month interval survey for ES with LBS was excluded due to low response numbers (n=7).



For the one-time survey results by project, 73%-86% of respondents from the Hospitality Workers Training Centre, Elevate PLUS, and Supercom Industries Ltd. reported satisfaction with their current job, while 57% of those from Construction Connections reported satisfaction with their current job (Figure 6-8).

Somewhat lower job satisfaction among those from Construction Connections may help to account for the lower results seen across many of their results for jobseekers' perceptions of the program which will be explored in the next section of this report.



*Connect2SKILLS was excluded due to low response numbers (n = 5)

Additional analysis was undertaken to further explore results for Construction Connections as related to job satisfaction. When comparing those currently working within the same industry as their SAO job placement/trial versus those in a different industry, in the case of Construction Connections, those within the same industry (71%) were more likely to be satisfied with their current job compared to those outside of their industry (27%) (Table 6-15).



Table 6-15: One-Time Survey by Project Current Job Satisfaction: Working the Same Industry as SAO Training vs. Different Industry

Project	n	Same Industry Total Agreement (% of n)	n	Different Industry Total Agreement (% of n)
Overall	99	74%	58	71%
Construction Connections	31	71%	15	27%
Hospitality Workers Training Centre	27	63%	13	92%
Elevate PLUS	22	86%	NA	NA*
Supercom Industries Ltd	16	75%	22	82%

Connect2SKILLS was excluded due to low response numbers (n = 2)

*Result not reported due to low response number (n=6)

The three aspects that stand out demographically for Construction Connections is they have the highest proportion of male participants (93%), the highest percentage (95%) in need of pre-job skill development, and a large proportion group of highly educated individuals (41% have at least some postsecondary education) among the projects.

An additional review was conducted looking at responses for “What did not work well during the program?” and also “Recommended improvements” for Construction Connections participants. No prevalent response patterns were found, but rather a variety of reasons were provided to both questions.

Additionally, work location in Construction Connections is important to consider. To reiterate previous findings, “transportation problems” (35%) and “no work is available” (28%) were featured as the second and third most prevalent reasons among the top reasons for not working (Table 6-8). Reliable transportation to work is important because construction site locations can change and is dependent upon the existence of construction projects in the area that respondents are able to travel to for work.

Findings related to Construction Connections are elaborated further in the next section of this report as related to participant perceptions of and experiences with the SAO program.

4.2 SAO Jobseekers’ Perceptions and Experiences of Improvement

In addition to questions about employment outcomes and job characteristics, SAO jobseekers at the 12-month and 18-month periods were asked a series of questions



concerning job-related improvements experienced as a result of the SAO pilot in which they participated³⁶. The one-time survey participants were asked the same questions³⁷.

It is of note that time since end of training period or job placement/trial was also factored into the one-time survey analysis to determine if it might have an impact on the results. This analysis showed that completion time (in months) did not appear to be consistently associated (correlated) with the results for the one-time survey. In short, for the one-time survey, perceptions did not vary depending on time out of the program.

6.2.1 Improvements in Job-related Skills

Overall, the majority of jobseekers from the 6-month interval surveys and the one-time survey agreed that their employability skills, general job skills, and job-specific skills improved as a result of participating in the program. Total agreement levels for these questions (“strongly agree” + “agree”) ranged from about two-thirds (68%-69%) for the one-time survey respondents to about three-quarters or more (76%-88%) for the 12- and 18-month respondents (Table 6-16).

Although not necessarily the same respondents, results for the 12-month and 18-month surveys showed relative similarity in perceptions of the job skill benefits obtained from the program. However, total agreement was significantly lower among one-time survey respondents for improvement in employability skills as compared to 18-month respondents (68% agreement for one-time survey respondents vs. 88% agreement for 18-month survey respondents).

Table 6-16: SAO Jobseeker Perceived Improvement in Skills: All Participants for Each Survey

Table 6-16A: My employability skills (for example, searching for a job, writing a resume) have improved.

Survey*	Total Agreement	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't Know/ Prefer not to say
12-month (n = 51)	76%	47%	29%	12%	4%	6%	2%
18-month (n = 58)	88%	38%	50%	0%	7%	3%	2%
One-time (n = 300)	68%	22%	46%	15%	10%	4%	2%

³⁶ Survey questions specifically referred to respondents' experiences with <Project Name> at <Service Provider> approximately <12,18> months ago.

³⁷ 6-month SAO jobseekers and all ES jobseekers were not asked these questions related to perceptions and experiences of improvement.



Table 6-16B: My general work skills needed for the job (for example working with numbers or doing math, reading and writing, teamwork, time-management) have improved.

Survey*	Total Agreement	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't Know/ Prefer not to say
12-month (n = 51)	80%	35%	45%	12%	0%	6%	2%
18-month (n = 58)	81%	34%	47%	10%	5%	2%	2%
One-time (n = 300)	69%	26%	43%	15%	8%	4%	3%

Table 6-16C: My job-specific skills (that is, the technical skills needed for my job) have improved.

Survey*	Total Agreement	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't Know/ Prefer not to say
12-month (n = 51)	80%	33%	47%	10%	4%	4%	2%
18-month (n = 58)	81%	31%	50%	10%	5%	2%	2%
One-time (n = 300)	68%	26%	42%	13%	11%	5%	3%

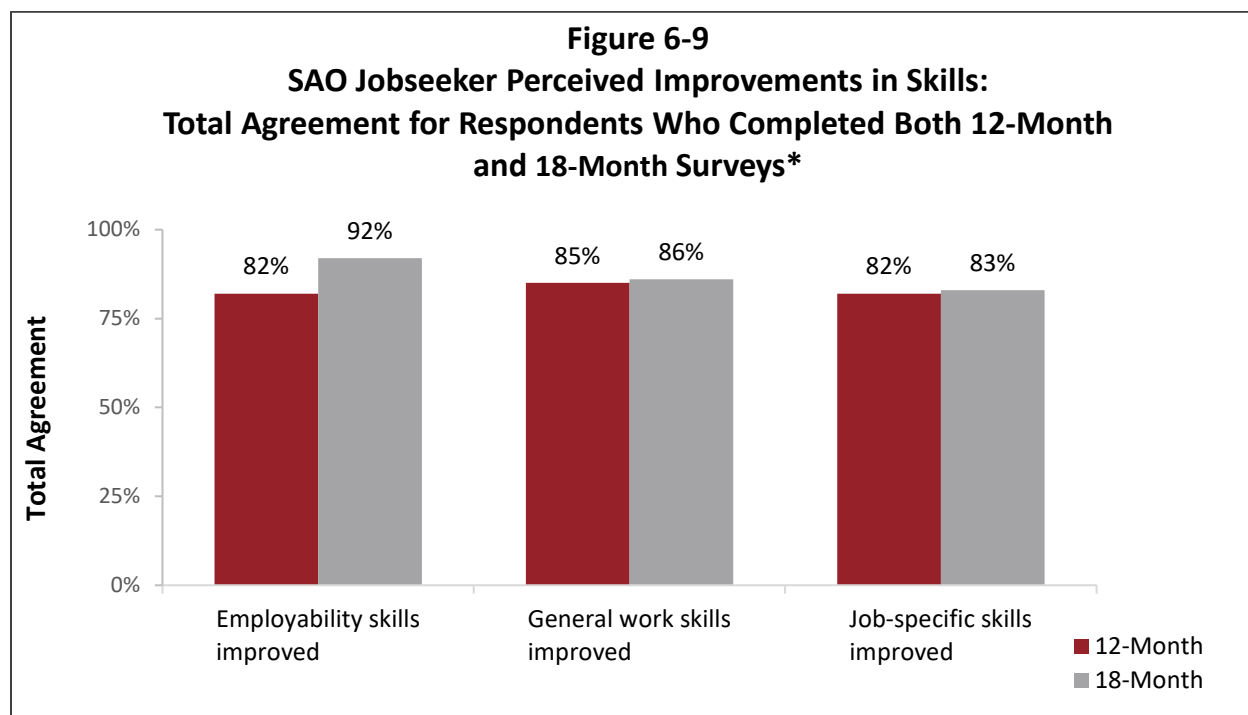
*Total numbers of respondents are shown for each survey (n's). Respondents may have completed the 12-month survey, the 18-month survey, or both of these surveys, and therefore these interval groups do not necessarily represent the same respondents.

Examination of results for the group of respondents who completed both the 12- and 18-month surveys (n = 34) allows for a longitudinal analysis of trends over time³⁸. As shown in Figure 6-9, total agreement (“strongly agree” + “agree”) is similarly high for both survey periods across all items related to improvement in skills. Specifically, at least four out of five respondents agreed that they experienced improvements in their employability, general work, and job-specific skills as a result of their participation in the SAO pilot (82%-92%).

³⁸ Recall that SAO jobseeker participants may have completed any one, any two, or all three of the interval surveys. Longitudinal analysis ideally focuses on those who completed all of the relevant surveys, in this case the 12- and 18-month surveys which included these jobseeker perception items.



Overall, this presents a positive picture for the employability and job-skill benefits of SAO according to program participants.



* 6-month survey respondents were not asked these questions
 12-month n = 34
 18-month n = 34

It was also of interest to examine jobseeker perceptions separately for each project to identify any notable patterns. However, due to lower numbers of respondents for the 12- and 18-month surveys, particularly when broken down by project, results are shown only for the one-time survey by project as this survey had the largest number of respondents across all projects.

Overall, as shown in Table 6-17, while there appears to be some variation across projects with respect to perceived improvement in skills, the most consistent finding is the relatively lower total agreement among respondents from Construction Connections as compared to other projects for the one-time survey. Specifically, agreement within Construction Connections ranged from 51% to 59% for improvement of skills in the one-time survey, as compared to 64% to 89% across the other projects. The results for Construction Connections were significantly lower than those of at least one other project for each of the items related to perceived improvements in skills (as denoted by the shading in Table 6-17).

The lower results for Construction Connections may help to account for a larger pattern of findings where some one-time survey results appear lower than those for the 12-month and/or 18-month surveys. It is also of note that participants from Supercom Industries Inc. were included only in the one-time survey and not in the interval surveys.



Having the two largest groups of respondents for the one-time survey, the results from these projects are notably influential and contribute to the overall pattern of results for jobseeker perception items³⁹.

In terms of a reason why these two groups have noticeably lower perceptions when it comes to employability and job skill development, it is important to note the finding from the previous section on employment outcomes which showed that both Construction Connections and Supercom Industries Ltd. had the lowest employment levels (49% and 46%, respectively) among the one-time survey participants (Figure 6-3). In addition, characteristics of at least one of these projects may have had an impact on both employment and perceptions. For example, participants from Construction Connections are known to sometimes have a longer pathway to employment because while their training may lead directly to employment, it may also lead to apprenticeship or involvement with a union hall which can extend training and time before employment. In fact, when asked why they were not employed at the time of the survey, 28% of participants from Construction Connections indicated that they were currently in school or a training program (Table 6-12 in the section on employment outcomes). “No work is available” also featured prominently in the reasons for not working among both Construction Connections and Supercom Industries Inc. participants in the one-time survey (Table 6-12 in the section on employment outcomes). Furthermore, among Construction Connections participants who were working at the time of the one-time survey but were not working for their SAO employer, 28% indicated that the reason was that they were “looking for better training opportunities”, while 24% indicated that they were “looking for a better work location” or were “looking for better work conditions” (Table 6-17 in the section on employment outcomes). Construction Connections participants also reported lower current job satisfaction in the one-time survey (Figure 6-8 in the section on employment outcomes). These factors provide some context within which to interpret participant perceptions as related to these projects, particularly Construction Connections.

Table 6-17: SAO Jobseekers Perceived Improvements in Skills: Total Agreement for All Participants by Project (‘Strongly Agree’ + ‘Agree’)

Table 6-17A: My employability skills (for example, searching for a job, writing a resume) have improved.

Survey	Construction Connections	Hospitality Workers Training Centre	Connect2SKILLS	Elevate PLUS	Supercom Industries Ltd.
One-time	51%	64%	89%	84%	76%

³⁹ Construction Connections One-Time Survey n = 94; Supercom Industries Ltd. Survey n = 82



Table 6-17B: My general work skills needed for the job (for example working with numbers or doing math, reading and writing, teamwork, time-management) have improved.

Survey	Construction Connections	Hospitality Workers Training Centre	Connect2SKILLS	Elevate PLUS	Supercom Industries Ltd.
One-time	55%	76%	78%	84%	70%

Table 6-17C: My job-specific (that is, the technical skills needed for my job) have improved.

Survey	Construction Connections	Hospitality Workers Training Centre	Connect2SKILLS	Elevate PLUS	Supercom Industries Ltd.
One-time	59%	80%	70%	76%	66%

Construction Connections One-time n = 94
 Hospitality Workers Training Centre One-time n = 59
 Connect2SKILLS One-time n = 27
 Elevate PLUS One-time n = 38
 Supercom Industries Ltd. One-time n = 82



6.2.2 Improvements to Find and Keep a Job

Overall, SAO received positive feedback at all survey periods with respect to jobseeker perceptions of developing skills to find a job and to keep a job (70%-90% total agreement) (Table 6-18). However, total agreement was lower among one-time survey respondents for improvement in skills to find a job as compared to 18-month respondents (70% agreement for one-time survey respondents vs. 90% agreement for 18-month survey respondents).

Table 6-18: SAO Jobseekers Perceived Improvements to Find and Keep a Job: All Participants for Each Survey

Table 6-18A: It [the SAO program] has helped me improve skills I can use to find a job.

Survey*	Total Agreement	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't Know/ Prefer not to say
12-month (n = 51)	86%	39%	47%	8%	2%	4%	0%
18-month (n = 58)	90%	43%	47%	2%	5%	2%	2%
One-time (n = 300)	70%	33%	37%	10%	10%	8%	3%

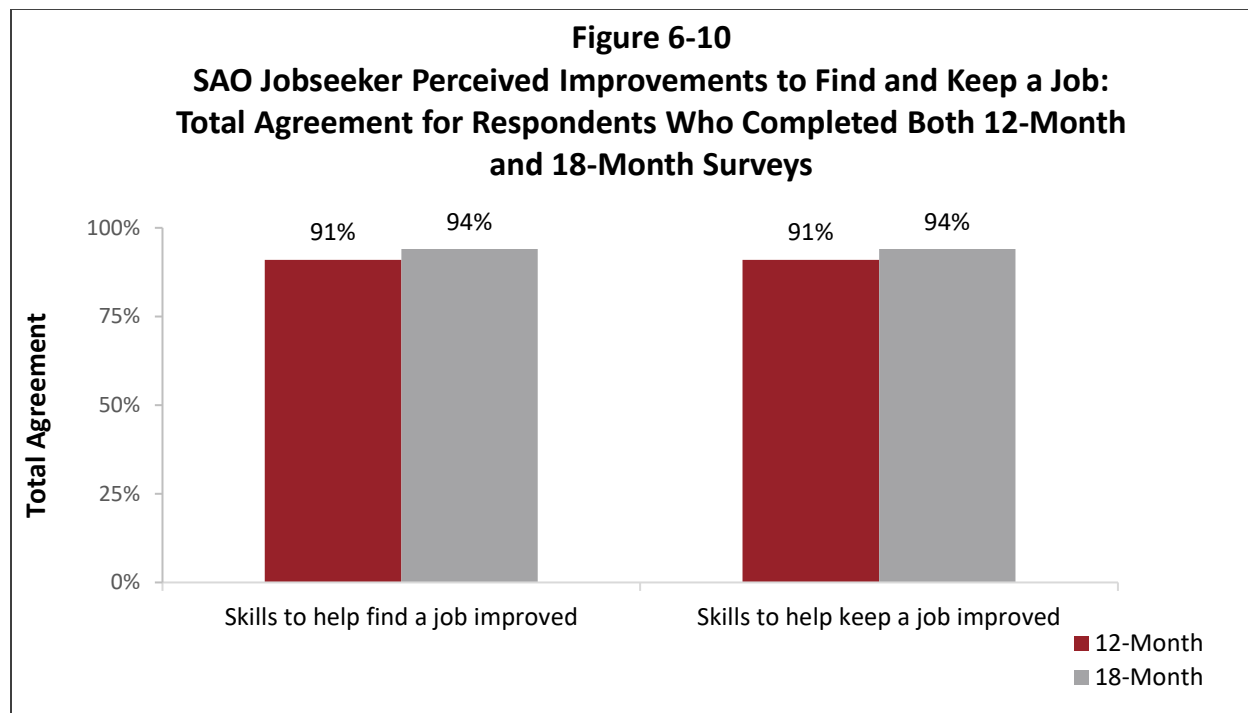
Table 6-18B: It [the SAO program] helped me improve skills I can use to keep a job.

Survey*	Total Agreement	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't Know/ Prefer not to say
12-month (n = 51)	82%	27%	55%	12%	2%	4%	0%
18-month (n = 58)	82%	48%	43%	0%	5%	2%	2%
One-time (n = 300)	70%	32%	38%	10%	10%	7%	3%

*Total numbers of respondents are shown for each survey (n's). Respondents may have completed one, two, or all three of the 6-month interval surveys, and therefore 6-month interval groups do not necessarily represent the same respondents.



When comparing the 12-month and 18-month results over time for those who completed both surveys, there was a similarly high level of agreement pertaining to SAO helping the respondent develop skills to both find and keep a job (Figure 6-10). Specifically, at least nine out of ten respondents agreed with these statements at the 12-month and 18-month survey periods (91%-94%). Therefore, the positive perceptions about skills to find and keep a job were similar over time.



12-month n = 34
18-month n = 34

In terms of results by projects, the majority of respondents in all five projects agreed that SAO helped them improve skills to find and to keep a job, with the lowest agreement coming from Construction Connections' one-time survey respondents (57% and 55%) (Table 6-20).



Table 6-20: SAO Jobseeker Perceived Improvements to Find and Keep a Job: Total Agreement ('Strongly Agree' + 'Agree') for All Participants by Project

Table 6-20A: It [the SAO program] has helped me improve skills I can use to find a job.

Survey	Construction Connections	Hospitality Workers Training Centre	Connect2SKILLS*	Elevate PLUS	Supercom Industries Ltd.
One-time	57%	81%	85%	82%	66%

Table 6-20B: It [the SAO program] helped me improve skills I can use to keep a job

Survey	Construction Connections	Hospitality Workers Training Centre	Connect2SKILLS*	Elevate PLUS	Supercom Industries Ltd.
One-time	55%	81%	85%	84%	66%

Construction Connections One-time n = 94
 Hospitality Workers Training Centre One-time n = 59
 Connect2SKILLS One-time n = 27
 Elevate PLUS One-time n = 38
 Supercom Industries Ltd. One-time n = 82



6.2.3 Addressing Needs and Improving Confidence

At both the 12-month and 18-month survey periods, the large majority of survey respondents (81%-88%) agreed that the SAO training activities addressed their needs and helped them feel more confident about their next career steps (Table 6-21). While about two-thirds (68%) of one-time respondents were in agreement with each of these statements, the one-time survey results were somewhat lower than the 12-month results for addressing needs (68% vs. 86%), and lower than the 12- and 18-month results for helping respondents feel more confident about career steps (68% vs. 88% and 86%, respectively).

Table 6-21: SAO Jobseekers Perceptions of Addressing Needs and Improving Confidence: All Participants for Each Survey

Table 6-21A: The training activities you participated in addressed your needs.

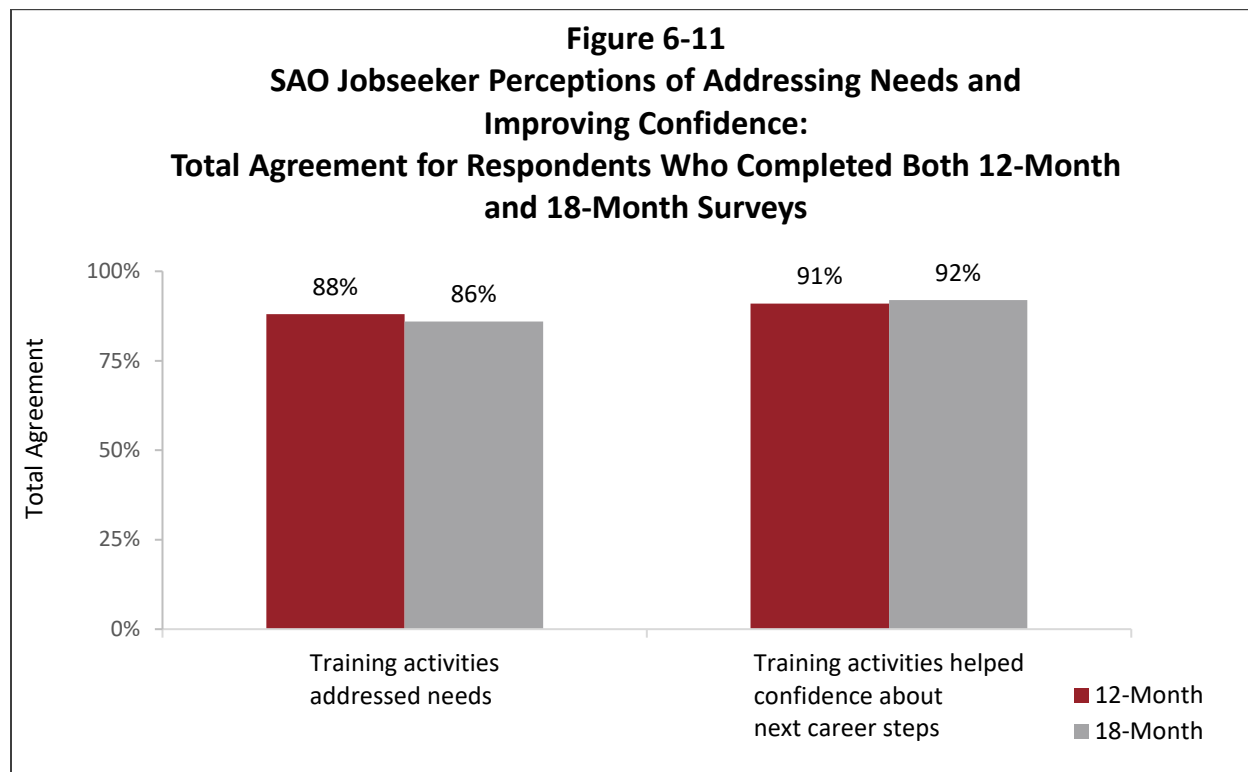
Survey*	Total Agreement	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't Know/ Prefer not to say
12-month (n = 51)	86%	37%	49%	2%	6%	4%	2%
18-month (n = 58)	81%	33%	48%	9%	7%	2%	2%
One-time (n = 300)	68%	22%	46%	12%	11%	7%	3%

Table 6-21B: The training activities that you participated in helped you feel more confident about your next career steps.

Survey*	Total Agreement	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't Know/ Prefer not to say
12-month (n = 51)	88%	41%	47%	4%	2%	4%	2%
18-month (n = 58)	86%	48%	38%	5%	5%	2%	2%
One-time (n = 300)	68%	29%	39%	13%	10%	7%	3%

*Total numbers of respondents are shown for each survey (n's). Respondents may have completed the 12-month, 18-month, or both of these surveys, and therefore 6-month interval groups do not necessarily represent the same respondents.

Figure 6-11 displays the results for respondents who completed both the 12- and 18-month surveys. Again, results were very positive and relatively similar at both survey periods for perceptions of SAO training activities addressing needs (86%-88%) and helping respondents feel confident (91%-92%) about their next career steps.



12-month n = 34
 18-month n = 34

For the Hospitality Workers Training Centre, Connect2SKILLS, and Elevate PLUS projects, about three-quarters or more of respondents agreed that the SAO training activities they participated in addressed their needs (74%-87%) and helped them feel confident about next career steps (78%-84%) (Table 6-22). For Construction Connections and Supercom Industries Ltd., about half to two-thirds of respondents agreed that the SAO training activities they participated in addressed their needs (55%-65%) and helped them feel confident about next career steps (52%-68%). Construction Connections (55%) was found to be significantly lower than Elevate PLUS (87%) and the Hospitality Workers Training Centre (78%) for agreement that SAO training activities they participated in addressed their needs, and Construction Connections (52%) was also significantly lower than Elevate PLUS (84%) for confidence about next career steps.



Table 6-22: SAO Jobseeker Perceptions of Addressing Needs and Improving Confidence: Total Agreement ('Strongly Agree' + 'Agree') for All Participants by Project.

Table 6-22A: The training activities I participated in addressed my needs.

Survey	Construction Connections	Hospitality Workers Training Centre	Connect2SKILLS*	Elevate PLUS	Supercom Industries Ltd.
One-time	55%	78%	74%	87%	65%

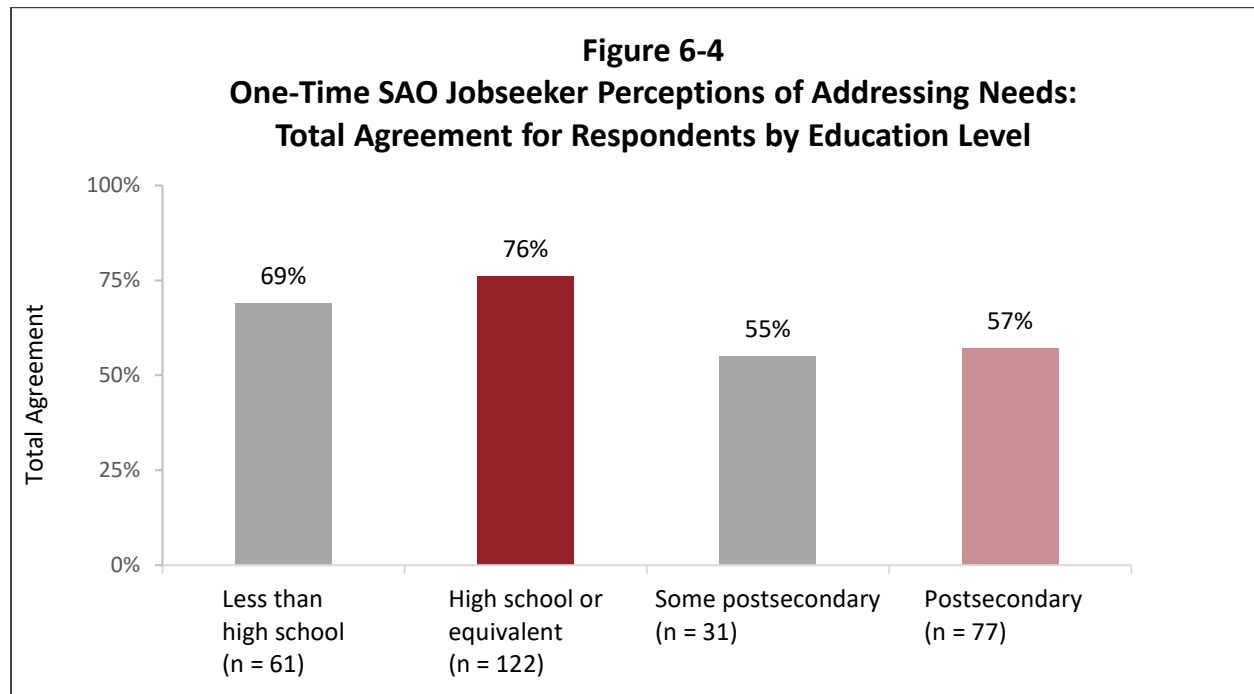
Table 6-22B: The training activities that I participated in helped me feel more confident about my next career steps

Survey	Construction Connections	Hospitality Workers Training Centre	Connect2SKILLS*	Elevate PLUS	Supercom Industries Ltd.
One-time	52%	80%	78%	84%	68%

Construction Connections One-time n = 94
Hospitality Workers Training Centre One-time n = 59
Connect2SKILLS One-time n = 27
Elevate PLUS One-time n = 38
Supercom Industries Ltd. One-time n = 82

In order to further explore patterns in experiences and perceptions as related to SAO benefitting a diversity of participants and helping them prepare for the future, a demographic breakdown of results was examined for the responses regarding SAO training activities addressing jobseeker needs and helping them feel confident about next career steps (Table 6-7). Overall, results were relatively similar across the various demographic groupings, with the majority of respondents from all demographic groupings being in agreement with these items.

However, a difference was observed with respect to previous education level. Specifically, compared to those with a high school education or equivalent, those who had completed a postsecondary education indicated significantly lower agreement regarding SAO training activities addressing their needs (Table 6-23). As shown in Figure 6-12, the overall pattern for previous education suggests that those with more education are less likely to see the program as meeting their needs. This pattern is particularly notable given that those who did not complete high school were significantly less likely to be working (25%) than those who completed high school (58%) or completed a postsecondary education (65%) (Table 6-1 in the section on employment outcomes).



Given the finding of a higher education level being associated with less agreement that SAO addresses training needs, additional follow-up comparisons were conducted to determine which areas of training needs could be improved upon for those with a postsecondary education. Along these lines, those with a postsecondary education were less likely to agree than those with a high-school level education that their job-finding skills improved (65% versus 78%) and that their general work skills improved (61% versus 75%) as a result of their participation in the SAO program.

No other significant differences were found between the various demographic groups on either survey item.

More broadly, the finding of no differences among other demographic groupings can be interpreted as a positive finding because it suggests that SAO is versatile in addressing specific needs of jobseekers in different demographic groups and also preparing them for their future employment path. Similar levels of agreement (i.e., the majority in agreement) among different demographic groups might also serve as an indicator that they are given reasonably fair and equitable treatment that addresses their training needs. This is especially important for those groups that may have complex needs or face potential employment barriers.



Table 6-23: One-Time SAO Jobseekers Perceptions of Addressing Needs and Improving Confidence: Total Agreement by Demographics

Demographics: Gender

Gender	n	Addressed Needs	Confidence in Next Steps
Male	226	66%	67%
Female	73	74%	74%

Demographics: Age (Years)

Age (Years)	n	Addressed Needs	Confidence in Next Steps
18 to 29	113	66%	65%
30 to 39	74	66%	72%
40 to 49	61	74%	71%
50 +	52	67%	69%

Demographics: Education

Education	n	Addressed Needs	Confidence in Next Steps
Less than high school	61	69%	72%
High school or Equivalent	122	76%	71%
Some postsecondary	31	55%	71%
Postsecondary	77	57%	58%

Demographics: Indigenous

Indigenous	n	Addressed Needs	Confidence in Next Steps
Yes	65	72%	71%
No	235	67%	68%



Demographics: Disability

Disability	n	Addressed Needs	Confidence in Next Steps
Yes	27	59%	70%
No	273	69%	68%

Demographics: Visible Minority

Visible Minority	n	Addressed Needs	Confidence in Next Steps
Yes	32	59%	66%
No	268	69%	69%

Demographics: Previous Source of Income

Previous Source of Income	n	Addressed Needs	Confidence in Next Steps
ODSP, OW, EI, or Dependent	194	70%	72%
Employed or Self-Employed	14	64%	57%
None	61	66%	64%

Demographics: Poor Work Retention History

Poor Work Retention History	n	Addressed Needs	Confidence in Next Steps
Yes	83	70%	71%
No	181	66%	68%

Demographics: Pre-Job Readiness Skills

Pre-Job Readiness Skills	n	Addressed Needs	Confidence in Next Steps
Needs Development	177	67%	66%
Satisfactory	93	70%	72%
Strength	11	73%	73%



6.3 SAO Employers

As previously noted, only two employers completed a survey 6 months after the end of their jobseeker placement cohort, while the remaining surveys included 10 (12-month), 11 (18-month), and 14 (one-time) employer survey respondents. Therefore, frequency counts are presented in this section for the 12-month, 18-month, and one-time surveys to provide an illustration of the overall pattern of responses but are interpreted with caution.

6.3.1 Perceived Outcomes by Employers

Employer responses for the 18-month survey overall were positive towards questions addressing the SAO program filling in skill-gaps (4 out of 6 total agreement), providing tangible benefits (5 out of 6 total agreement), and providing job-ready participants (5 out of 6 total agreement). Results were more mixed for the 12-month and one-time surveys, although generally employers from both surveys agreed (3 out of 5 and 5 out of 6 total agreement, respectively for 12- and 18-months) that the SAO participants provided to them were job-ready (Table 6-24).

Table 6-24: Employer Perceptions of SAO Outcomes, Responses Counts

Table 6-24A: Participating in the SAO program helped us identify skills gaps in my company

Survey*	Total Agreement	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not sure
12-month (n = 5)	1	0	1	2	2	0	0
18-month (n = 6)	4	1	3	1	1	0	0
One-time (n = 6)	2	0	2	1	2	0	1

Table 6-24B: My company's participation in SAO resulted in tangible benefits for us (e.g., capable to take on more contracts due to staffing addition, productivity, sales increase).

Survey*	Total Agreement	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not sure
12-month (n = 5)	2	0	2	2	0	0	1
18-month (n = 6)	5	1	4	0	1	0	0
One-time (n = 6)	2	0	2	3	1	0	0



Tables 6-24C: The SAO participants(s) is/are job ready at the beginning of the placement.

Survey*	Total Agreement	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Not sure
12-month (n = 5)	3	0	3	0	2	0	0
18-month (n = 6)	5	2	3	1	0	0	0
One-time (n = 6)	5	0	5	1	0	0	0

*Respondents asked these questions if Q1A > 0%

6.3.2 Job Retention Post-SAO

Overall, less than half of 12-month (4 out of 10) and 18-month (3 out of 11) employers reported that there were jobseekers who *did not* secure a work position at the company after completing their trial period (Table 6-25). On the other hand, 10 out of 14 one-time employer respondents indicated that there were jobseekers who *did not* get a work position at the company after completing their trial period.

Table 6-25: Employer Retention on Jobseekers Post-SAO Response Counts⁴⁰

Survey	Yes	No	Prefer not to say
12-month (n = 10)	4	5	1
18-month (n = 11)	3	5	3
One-time (n = 14)	10	4	0

*Total numbers of respondents are shown for each survey (n's). Respondents may have completed one, two, or all three of the interval surveys, and therefore groups do not necessarily represent the same respondent.

Of the employers who reported that there were SAO jobseekers who worked a trial period for their company but did not end up with a job placement afterwards, the top two reasons given by employers across all surveys for not retaining jobseekers were related to ongoing absenteeism or punctuality followed by poor overall job performance.

A total of 5 out of 10 employers at the 12-month survey, 5 out of 11 at 18-month survey, and 9 out of 14 at the one-time survey indicated that they employed less than 50% of the jobseekers in the job placement/trial training cohort (Table 6-26). The top reason given by 12- and 18-month employers for not retaining these jobseekers after the work trial was overall poor job performance⁴¹.

⁴⁰ Were there any SAO Jobseekers who worked a trail period for your company, but did not end up with a job placement afterwards?

⁴¹ Employers who completed the one-time survey were not asked this follow-up question.



Table 6-26: Employer Reports of Jobseekers Still Currently Employed at Company Response Counts.

Table 6-26A: Approximately what percentage of the jobseekers are still employed with your company after their job placement ended?

Survey	Less than 50%	50% or more	Not sure
12-month (n = 10)	5	3	2
18-month (n = 11)	5	4	2
One-time (n = 14)	9	4	1

*Total numbers of respondents are shown for each survey (n's). Respondents may have completed one, two, or all three of the interval surveys, and therefore groups do not necessarily represent the same respondent.

Taken together, many employers reported that their SAO participants were able to secure employment after their training period, but overall the number of those still working with the employer decreases after 12-months.

6.4 Effectiveness Summary

6.4.1 SAO Jobseekers

A key take-away message regarding the effectiveness of the SAO pilot for jobseekers is that SAO jobseekers are more likely to be working at 6-months post-program compared to both ES groups (68% for SAO vs. 27%-29% for ES). However, these differences are not apparent in the long-term at 12-months (60% for SAO vs. 38%-54% for ES) or 18-months (65% for SAO vs. 48%-58% for ES). Among SAO survey respondents who were not working, the most common reason across all surveys was that they wanted to work but couldn't find a job or were looking for a better job (38%-56%).

In terms of respondent demographics for the one-time survey, only educational background appeared to be related to employment in that SAO participants with a high school education or who had completed postsecondary education were more likely to be working compared to those who had less than a high school education (58%-65% vs. 25%).

Most SAO participants were working for the same employer as their job placement/trial at the time of the 6-month, 12-month, and one-time surveys; however, only 36% reported working for the same employer at the 18-month survey, suggesting that job retention may not remain consistent over time.

Approximately half or more respondents at all survey periods were working within the same industry that they received SAO training (62%-65% for the 6-month, 12-month and one-time surveys, and 49% for the 18-month survey), and the training they received was perceived to be relevant to their current job (70%-81% agreement within the one-time survey regarding improvements in job skills). However, for the remainder who were



not working within the same industry, most were still making use of their skills and training acquired during SAO (52%-64% agreement within the one-time survey regarding job skill improvements). Furthermore, the majority of SAO jobseekers expressed satisfaction with their job at the different survey time periods (73%-87% across all surveys).

There are additional positive indicators for SAO in terms of employment quality which demonstrate that close to one-third or more respondents hold higher work positions at 6-months and onwards (32%-42% for the 6-, 12-, and 18-month surveys and 28% for the one-time survey), and the majority of participants at all survey periods report having more responsibilities at work (61%-75% for the 6-, 12-, and 18-month surveys and 54% for the one-time survey).

With respect to income, with the issue of variability in response numbers in the different study conditions, it is not feasible to determine if there are any underlying significant differences in the wages or hours worked per week by the different respondents, although results appear to be relatively positive for SAO when it comes to employment outcomes overall. At the same time, hourly wage results were significantly higher for males as compared to females (\$19.39 vs. \$15.75), which may be a result of the industry in which the participant was employed.

In addition to the data related to employment outcomes, SAO participants provided generally favourable feedback with regard to their perceptions of and experiences with the program. For example, SAO jobseekers tended to agree that their employability skills, general work skills, and job-specific skills improved as a result of their participation in SAO (68%-88% total agreement across all participants in all surveys), and that the program also helped them to improve skills they could use to find and keep a job (70%-90% total agreement across all participants in all surveys). The large majority of jobseekers also agreed that SAO training activities addressed their needs and helped them to feel more confident about their next career steps (68%-88% total agreement across all participants in all surveys).

Examination of trends over time among jobseekers who completed both the 12- and 18-month surveys suggests that perceptions and experiences remained relatively stable and positive over the two survey intervals. Additionally, results overall were quite favourable across all groups of participants (when comparing the different jobseeker participants at the 12-month, 18-month, and one-time surveys), with large majorities of respondents expressing satisfaction and beneficial outcomes as a result of their participation.

Across some of the results related to the effectiveness of the SAO program, differential findings were observed across SAO projects, with Construction Connections seeing less favourable outcomes on a number of factors. For example, Construction Connections program participants tended to report less positive perceptions of the program and hold somewhat lower job satisfaction. However, Construction Connections, along with Supercom Industries Ltd. had the lowest proportion of one-time respondents who were currently working.



6.4.2 SAO Employers

SAO employer results should be interpreted with caution due to low numbers of respondents. Nevertheless, the feedback from employers can be looked at to assist in understanding the effectiveness of the program from the employer perspective.

For the SAO employers, results were somewhat mixed in terms of outcomes. While the interval surveys suggested that more than half of employers did hire the jobseekers after completing their training, less than half of the one-time employers indicated likewise.

For the 12-month, 18-month, and one-time surveys, less than half of jobseekers that the employer trained were still employed at the company at the time of the employer survey. Some of the most prevalent reasons for non-retention were poor job performance and issues with punctuality and absenteeism, but the reader must note that not all employers provided an explanation.

Taken together, results from the jobseeker and employer surveys might suggest that not all employment gaps are being filled within the program due to a low percentage of jobseekers still employed with the SAO-associated employers in the long-term. From this perspective, it is important to keep in mind, however, that at the 18-month survey, most employers agreed that the SAO program identified skill gaps within their company, produced tangible benefits, and that the jobseekers were ready for work at the beginning of their job placement/trial. Therefore, these results point towards the SAO program meeting its employer goals.



5. SAO Pilot Evaluation: Conclusions

Following is a high-level summary of results presented to address the key evaluation questions for the SAO pilot evaluation, along with additional observations related to experiences and outcomes for both SAO jobseekers and employers.

5.1 Key Evaluation Questions and Answers for Jobseekers

1) To what extent is the SAO pilot attracting participants who are distant from the labour market?

In terms of the overall reach of the program, demographics suggest that the SAO pilot is reaching its intended population of those distant from the labour market. SAO is able to recruit those with low income and lacking the necessary job skills and training given that 70% had Employment Insurance (EI), Ontario Works (OW), or Ontario Disability Support Program (ODSP) as their main source of income or were a dependent recipient of OW/ODSP at the time of intake into the SAO pilot, and 61% were in need of pre-job skill development. However, only 35% of SAO participants had a poor work retention history.

2) To what extent do training and/or job trials lead to job placements?

SAO's training and/or job trials are leading to job placements sooner than the ES with LBS and ES without LBS comparison groups. Specifically, SAO jobseekers are more likely to be working at 6-months post-program compared to both ES groups (68% for SAO vs. 27%-29% for ES). However, these differences are not apparent in the long-term at 12-months (60% for SAO vs. 38%-54% for ES) or 18-months (65% for SAO vs. 48%-58% for ES). No differences were found between the groups when it came to wages and working hours.

3) To what extent have participants increased their technical, essential, and employability skills?

The target population for the SAO pilot included those who are distant from the labour market. Administrative data for the SAO participant population shows that the majority tend to have poor job readiness skills (61%) and poor income history, including 70% who were receiving social assistance.

With this in mind, the large majority of 12-month, 18-month, and one-time survey respondents have reported an increase in their general work skills (69%-81%), their job-specific skills (68%-81%), and their employability skills (68%-88%) as a result of SAO training. Moreover, at least seven out of ten respondents across all surveys agreed that SAO helped them to improve skills that they can use to help find and keep a job (70%-90%). In



addition, at least eight out of ten respondents (81%-86%) for the 12- and 18-month surveys and about two-thirds (68%) of those for the one-time survey indicated that the training activities they participated in met their needs.

Therefore, according to SAO participant self-reports, there is good evidence that SAO increases technical, essential, and employability skills among program participants.

4) To what extent has participation in the SAO pilot had an impact on the participants' employment outcomes?

When looking strictly at work status based on those who reported working at the time of the survey, about two-thirds (60%-68%) of SAO respondents across the interval surveys were working, while about half (52%) of those from the one-time survey were working.

With respect to specific SAO projects, one-time survey results indicate that about half of participants from Supercom Industries Ltd. and Construction Connections reported that they were working (46%-49%), while about two-thirds or more (68%-78%) of respondents from the other projects were working (Hospitality Workers Training Centre, Connect2SKILLS, and Elevate PLUS).

5) To what extent do participants attain employment with the same responsibilities as their placement in the company and/or sector of training?

The majority of SAO jobseekers tend to have a larger amount of job responsibilities at all survey periods as compared to when they started working with their employer (61%-75% for the 6-, 12-, and 18-month surveys and 54% for the one-time survey). Furthermore, the large majority also tend to have the same job position or a higher job position over all survey periods compared to when they started their training, with about one-third or more specifying a higher job position (32%-42% for the 6-, 12-, and 18-month surveys and 28% for the one-time survey).

The majority of SAO jobseekers reported working for the same employer for the 6-month, 12-month, and one-time surveys (61%-72%), while 36% were doing so at 18-months post-program.

While close to two-thirds of jobseekers were working in the same industry area at 6-months and 12-months post-program as well as for the one-time survey (63%-65%), about half (48%) were doing so at 18-months.

However, the same job skills that program participants acquired during SAO training are often still being applied in their current employment even if it is in a different industry area (52%-64% agreement regarding



perceptions and experiences of job skill improvements among those working in a different industry within the one-time survey).

6) To what extent do participants return for post-employment services?

The survey results suggest that only a small number of SAO participants return for post-employment services (i.e., only 5 cases between the 12- and 18-month interval surveys). While it is not possible to determine the reason why this is the case, it is worth reviewing the outreach strategy related to communicating the availability of these services to program participants and considering additional communications post-program as an additional reminder to jobseekers.

5.2 Additional Key Findings for SAO Jobseekers

- In terms of the overall reach of the pilot, demographics suggest that the SAO pilot appears to be reaching its intended population when it comes to recruiting those with low income and lacking the necessary job skills and training given that 70% had Employment Insurance (EI), Ontario Works (OW), or Ontario Disability Support Program (ODSP) as their main source of income or were a dependent recipient of OW/ODSP at the time of intake into the SAO pilot, and 61% were in need of pre-job skill development.
- Those who had completed postsecondary education indicated significantly lower agreement regarding SAO training activities addressing their training needs compared to those with a high school education (57% vs. 76%, respectively). No other differences were found between demographic groups as related to SAO training activities addressing their training needs. Thus, while participants with postsecondary education may benefit from additional considerations to address their needs, the SAO program appears to be meeting the needs of diverse groups of participants in terms of a range of demographic factors recorded in the program administrative data, including age and gender as well as visible minority, disability, and Indigenous status.
- Findings from the one-time survey demonstrated that those who did not complete high school were significantly less likely to be working (25%) than those who completed high school (58%) or completed a postsecondary education (65%). There were no other statistically significant differences found regarding differences in demographics and employment outcomes.
- Across the interval surveys and the one-time survey, the main reason given for not working at the time of the survey was “want to work but can’t find a job/ looking for a job/better job” (38%-56% across the surveys).



- Although only suggested by a small number of respondents with regards to what did not work well and improvements to SAO, the main feedback was related to difficulties with job placement/trial and training, including the length of the training, the content, and the amount of contact with trainers. These could be addressed in program development and refinement.
- The SAO and ES groups were found to have relatively similar outcomes in terms of working hours and wages.

5.3 Key Evaluation Questions and Answers for Employers

The 12-month, 18-month, and one-time surveys included 10 to 14 employer respondents each, and therefore, results are based on frequency counts to provide an illustration of the overall pattern of responses. Due to these low total response numbers (which may be lower for specific questions), these results should be interpreted with due caution.

1) To what extent does SAO training and pre-employment services enable employers to meet their workforce development needs?

Employers that responded at 18-months tended to agree that the SAO pilot helped them identify skill gaps within the company (4 out of 6 employers), but this was not the case for the 12-month (1 out of 5) or the one-time survey (2 out of 6). However, these findings cannot speak to whether or not those employers may already have been aware of existing skill gaps in their company and were motivated to participate in SAO to help address this from the start.

Based on results from the 12-month (7 out of 10), 18-month (8 out of 11), and one-time surveys (8 out of 14), most responding employers agreed that they would recommend SAO to other companies looking to fill in their skill gaps.

2) To what extent do employers find participants to be job-ready at the beginning of the placements?

Overall, responding employers for the 12-month (3 out of 5), 18-month (5 out of 6), and one-time (5 out of 6) surveys indicated that the SAO jobseekers were job-ready at the beginning of their placement.

Another way of assessing job-readiness is the skill-level of jobseekers. For all questions regarding this area, employers were generally satisfied (“very



satisfied” or “satisfied”) with the soft skills, foundational skills, and technical skills of the jobseekers⁴².

3) To what extent are employers hiring and/or retaining participants after completion of training and/or job placements?

After completion of a job placement (or trial), the employer has the option of hiring jobseekers. A total of 5 out of 10 employers at the 12-month survey and 5 out of 11 of employers at the 18-month survey reported that they did hire all of the jobseekers after their job placement. For the one-time survey, 10 out of 14 employers indicated at least one jobseeker did not end up with a job after their job placement ended. The top two reasons given by employers across all surveys for not retaining jobseekers were related to ongoing absenteeism or punctuality followed by poor overall job performance.

There does not appear to be a particularly strong pattern when it comes to retaining jobseekers over time by employers based on 3 (out of 10) 12-month employers, 3 (out of 11) 18-month employers, and 4 (out of 14) one-time survey employers still employing at least 50% of their SAO employees at the time of the survey. Top reasons for non-retention over time were a variety of specific and general issues with poor work performance (at the 12-month and 18-month surveys).

Taken together, results from the jobseeker and employer surveys suggest that the overall picture when it comes to job retention is that SAO participation is leading to a moderate to high degree of jobseeker retention immediately after job placements end within a jobseeker cohort. However, over the long-term, a smaller number of jobseekers are still working for the same employer. One must keep in mind that this does not necessarily mean that a jobseeker’s position was terminated by the employer at some point but could be due to a number of reasons on the part of the employee or employer. For example, “personal reasons” was among the top reasons for leaving their SAO employment for the interval and one-time surveys.

4) To what extent do employers attribute increased capacity in the targeted skills area to the SAO pilot?

Results were mixed regarding SAO producing tangible benefits for the employer. At the 18-month survey, 5 out of 6 employers agreed (“strongly agree” + “agree”) that their participation in SAO resulted tangible benefits (e.g., capable to take on more contracts due to staffing addition, productivity, sales increase). However, this was not the case for the 12-month (2 out of 5) and one-time (2 out of 6) surveys where there were a

⁴² With the exception of 3 out of 6 employers from the one-time survey who were satisfied with the participant’s technical skills.



number of respondents who did not express agreement that their participation in SAO resulted tangible benefits.

5) To what extent are partnerships between workforce intermediaries, training providers, and employers strengthened through SAO?

In terms of employer participation in the development of the employment and training services of SAO, 5 out of 10 employers at 12-months, 5 out of 11 of employers at 18-months, and 10 out of 14 one-time survey employers reported participating.

For the one-time survey employers, 9 out of 14 did not report any suggestions for improvement to SAO in general. For those that did provide suggested improvements, some key themes were improving training/preparation and jobseeker attitudes and reducing absenteeism.

Therefore, while no direct measures of strength of relationship between workforce intermediaries, training providers, and employers were part of the study, it appears that there are elements of the program that could be addressed to strengthen the partnerships. This may include improving training and better preparing jobseekers for employment to contribute to positive outcomes for both jobseekers and employers.

5.4 Additional Key Findings for Employers

- Although 7 out of 10 employers at the 12-month survey, 8 out of 11 at the 18-month survey, and 9 out of 14 for the one-time survey did not report any suggestions for improvement to SAO in general, some key themes among those that did were improving training/preparation, addressing jobseeker attitudes in terms of preparation for work, and reducing absenteeism.
- Overall, employers at the 12-month, 18-month, and one-time surveys were pleased with the services they received from SAO (7 out of 10, 9 out of 11, and 10 out of 14, respectively), and found the services useful (7 out of 10, 9 out of 11, and 9 out of 14, respectively).

5.5 Overall Conclusions

The SAO pilot has demonstrated that it is reaching its intended population and includes individuals with diverse demographics, those with poor job retention history, and those in need of improvement to their job-readiness skills.

The survey results provide support to show that SAO is able to meet the needs of its jobseeker participants through developing both their job finding and job maintenance skills. Most jobseekers also indicated that there was little or no need for any



improvement upon the existing program, although training and placements can be an area for improvement based on a small number of respondents.

SAO's key strength when it comes to employment outcomes is that it leads to participants finding jobs faster than their ES counterparts. About one year after program participation, ES participants tend to catch up in terms of working status and quality. There were no differences found between the SAO, ES without LBS, and ES with LBS jobseekers for other measures of employment outcomes (i.e., hours working and wages). However, this time difference can have a considerable impact on reducing government expenditure for social assistance if those individuals were not employed. In 2017, the total spent on direct funding towards social assistance recipients in Ontario was over \$7.8 billion dollars⁴³, while government expenditure on social assistance funding and programs⁴⁴ amounted to over \$26.4 billions dollars⁴⁵. When considering that in July 2019, there were 442,571 beneficiaries (240,279 cases) within the Ontario Works social assistance program⁴⁶, and there were 522,257 beneficiaries (378,581 cases) within the Ontario Disability Support Program social assistance program⁴⁷, pilots like SAO might have the potential to reduce the provincial social assistance financial costs in both the short and long-term through employment of its participants.

An additional benefit of faster employment is the reduction of the “unemployment scarring” effect of long-term unemployment, in which one extended period of unemployment is associated with being more likely to fall back into unemployment in the future due to erosion of skills and confidence and reduced attractiveness to employers⁴⁸.

While the small number of employers included in the study limits the ability to draw broad conclusions from their responses, there is some evidence to suggest that improvements in training and jobseekers' preparation may assist in improving job retention after the end of SAO training. Based on some of the differences seen across SAO projects, this is something that may need to be explored generally as well as on a project-by-project basis.

Ongoing monitoring and adaptability of the program is key to its continuing and future success, especially in the ability to connect employers with job vacancies to fill and jobseekers willing to fill these employment gaps at participating organizations. Based

⁴³ Composed of 'Income Maintenance' (\$5,104) and 'Other social assistance' (\$2,711). An additional average of \$1,931 is spent on 'Social insurance benefits, workers compensation' as well.

⁴⁴ Defined as “Current transfers to general governments”
<https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3610045001>

⁴⁵ Statistics Canada. Table 36-10-0450-01 Revenue, expenditure and budgetary balance - General governments, provincial and territorial economic accounts (x 1,000,000). DOI: <https://doi.org/10.25318/3610045001-eng>.
<https://www150.statcan.gc.ca/t1/tbl1/en/cv/recreate.action?pid=3610045001&selectedNodeIds=1D7,2D3,3D92,3D93,3D94,3D95,3D106,3D108,3D115,3D117&checkedLevels=&refPeriods=20130101,20170101&dimensionLayouts=layout2,layout2,layout3,layout2&vectorDisplay=false>

⁴⁶ Ontario Ministry of Children, Community and Social Services (2019). Ontario Works Monthly Statistical Report - July 2019. <https://www.mcscs.gov.on.ca/en/mcscs/open/sa/owCaseLoadReport.aspx>

⁴⁷ Ontario Ministry of Children, Community and Social Services (2019). Ontario Disability Support Program Monthly Statistical Report - July 2019. <https://www.mcscs.gov.on.ca/en/mcscs/open/sa/odspCaseLoadReport.aspx>

⁴⁸ Arulampalam, W., Gregg, P., & Gregory, M. 2001. 'Unemployment Scarring'. *The Economic Journal* v111, 577-85.



upon the most recent data, Ontario had over 160,000 job vacancies with almost 10% being vacant for 90 days or more. Two-thirds of these province-wide job vacancies are within the industries of construction, manufacturing, and accommodation and food service industries⁴⁹, which are particularly relevant to current SAO projects. Additionally, about half of entry-level job vacancies do not require any formal education and a similar proportion of job vacancies showed that no previous experience is required, while about 30% require a high-school diploma⁵⁰. Therefore, with all results taken together, the SAO pilot has the potential in addressing these employment gaps in the future.

⁴⁹ Statistics Canada, Job Vacancy and Wage Survey (2016). <https://www150.statcan.gc.ca/n1/pub/75-006-x/2018001/article/54917-eng.htm>. ISSN: 2291-0840

⁵⁰ Getting your foot in the door: A look at entry-level job vacancies in Canada Statistics Canada, Job Vacancy and Wage Survey (2016). <https://www150.statcan.gc.ca/n1/pub/75-006-x/2017001/article/54898-eng.htm>. ISSN: 2291-0840



Appendix A. Project Schedule

Project Component	2016	2017				2018							2019			
	Nov.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	July	Aug.	Sept.	Oct.	Nov.	June	July	Aug.	Sept.
SAO Pilot Program	[Redacted]															
Project Kick-Off Meeting																
Survey Development: Online, Phone, French																
Incentive Strategy Development																
Communications Design and Automation																
Data Transfer Process and SFTP Site Setup																
Online Database and Dashboard Development																
Survey Pre-testing																
Data Transfer Process: Inbound & Outbound Files																
Survey Administration																
Survey Contact Info Assessment and Communications Analyses																
Online Database and Dashboard Upgrades																
Preliminary Report Survey Data Collection Period																
Preliminary Analysis & Report for MLTSD																
Interim Report Survey Data Collection Period																
Interim Analysis & Report for MLTSD																
Final Report Survey Data Collection Period																
Final Analysis & Report for MLTSD																



Appendix B. Project Profiles

Table B-1: SAO Project Descriptions and Service Components

Project	Description	Service Components
<p>Construction Connections</p>	<ul style="list-style-type: none"> • Construction industry training and career opportunities to people that reside in the communities in which the projects are taking place who are experiencing economic disadvantage, discrimination and/or barriers to equal opportunity • Enabling employers in the construction industry to meet short and long-term workforce needs. • Support large infrastructure projects in the City of Toronto and the hiring commitments of apprentices 	<ul style="list-style-type: none"> • Sector focused pre-employment services (Soft skills) including life skills management, career planning and exploration, knowledge of workers rights, responsibility and roles, job retention and success, financial supports, and social supports. • Sector focused pre-employment (Hard Skills) including WHIMIS, first aid and safety courses. • Participants placed in employment opportunities for job trials, job shadowing, job coaching and mentorships. • Employment opportunities lead to any of the following: <ul style="list-style-type: none"> ○ Union Pre-Testing Preparation ○ Technical Training Centres ○ Pre-Apprenticeship Programs ○ Employer Apprenticeship ○ Union Registration ○ Public Infrastructure Projects/ Recruitments



Project	Description	Service Components
<p>Hospitality Workers Training Centre</p>	<ul style="list-style-type: none"> • HWTC is the lead integrated training curriculum developer and workforce intermediary. HWTC delivers vocational training programs for new entrants to the hospitality industry in six vocational areas: <ul style="list-style-type: none"> ○ Housekeeping ○ Guest Services ○ Banquet Server ○ Restaurant Server ○ Kitchen Helper ○ Culinary Pre-Apprenticeship. • Hospitality Workers Training Centre (HWTC) is a sector-focused workforce development organization that works with both employers and workers. • HWTC's sector focused employment services include: Recruitment and intake, vocational training, job placement and post-employment supports. 	<ul style="list-style-type: none"> • Pre-Employment “Soft Skills” <ul style="list-style-type: none"> ○ Includes sector-focused Pre-Employment, Career Readiness and Basic Skills Preparation. ○ Career Readiness training familiarizes participants to the work environment in the Hospitality sector and will educate participants about successful attitudes and behaviours in the industry. ○ Participants are exposed to credential requirements and routes to attain higher-level positions within the Hospitality sector. ○ Participants are introduced to sector-specific language, literacy, numeracy and employment skills where required. • Technical and Essential “Hard Skills” <ul style="list-style-type: none"> ○ Includes sector-specific occupational skills training and in ongoing consultation with local Hospitality employers. ○ HWTC delivers technical skills training to substantially enhance participant employment opportunities for entry level positions within the Hospitality industry



Project	Description	Service Components
<p>connect2SKILLS</p>	<ul style="list-style-type: none"> • Training in manufacturing industries including: <ul style="list-style-type: none"> ○ Tier 1 automotive parts suppliers ○ Tier 2 automotive parts suppliers • Builds upon an existing employment program by: <ul style="list-style-type: none"> ○ Expanding the sector focus to other manufacturing sectors in the area; ○ Improving response to employers' demand for vacancies; and, ○ Including ongoing supports to help clients succeed and advance in employment and providing employers with skills necessary to onboard barrier clients. 	<ul style="list-style-type: none"> • Pre-Employment “Soft Skills” <ul style="list-style-type: none"> ○ Sector-focused employability skills, including job attainment skills and personal attitudinal / behavioural management for the workplace, employer expectations, teamwork and effective communication; ○ Sector-focused career planning and management skills to advance in employment, including individualized career counselling and ongoing career planning; ○ Personal attitudinal / behavioural management life skills; and ○ Worker rights, including employee duties and employer obligations under the <i>Employment Standards Act, 2000</i>, and the <i>Occupational Health and Safety Act, 1990</i>. • Technical and Essential “Hard Skills” <ul style="list-style-type: none"> ○ Technical skills training that is required to enter the jobs for which vacancies are identified; ○ Workplace safety training (including any necessary certification) required to enter the jobs for which vacancies are identified; ○ A 2-week experiential Learning placement involving job shadowing and job trial opportunities; and ○ Earning a certificate of completion that identifies the skills and knowledge obtained by participants during the program.



Project	Description	Service Components
<p>Elevate Plus</p>	<ul style="list-style-type: none"> • Training in manufacturing industries including: <ul style="list-style-type: none"> ○ Food processing, plastics /packaging ○ Wire and cable ○ Paper products ○ Advanced manufacturing or the related supply chains • Builds upon an existing employment program by: <ul style="list-style-type: none"> ○ Expanding the sector focus to other manufacturing sectors in the area; ○ Improving response to employers' demand for vacancies; and, ○ Including ongoing supports to help clients succeed and advance in employment and providing employers with skills necessary to onboard barrier clients. ○ Mentoring to build employers' capacity to support their workers 	<ul style="list-style-type: none"> • Same as connect2SKILLS (see above)



Project	Description	Service Components
<p>Supercom Industries Limited</p>	<ul style="list-style-type: none"> • Prepares members of six Indigenous communities affected by the construction of the East-West Tie transmission line between Thunder Bay and Wawa by: <ul style="list-style-type: none"> ○ Identifying workforce development needs, specifically entry-level vacancies – improving employability, essential and technical skills required to succeed; and matching and placing trained, ready candidates to fill the expected jobs. • Expanding the sector focus to other energy sectors in the area; • Including ongoing supports to help clients succeed and advance in employment and providing employers with skills necessary to onboard barriered clients. 	<ul style="list-style-type: none"> • Tier 1 – Community based Energy Readiness Program and Personal Career Development “Soft Skills” 12-week training program that combines two components (classroom training and enrichment activities); • Sector-focused workplace readiness, including positive attitude, responsibility, adaptability, willingness to learn continuously, value safety, health and the environment • Sector-focused Energy Industry knowledge • Personal and Career Development (PCD) which is interwoven into the Energy Readiness Program. • Introduction to Energy including introduction to electrical fundamentals, steps to building a transmission line, understanding power production, basic terms used during stages of energy production, work skills, training required for energy jobs and safety on the work site. • Tier 2 – Occupational Specific Skills - Technical and Essential “Hard Skills” training that is required to enter the jobs for which vacancies are identified; including job shadows or job trials; • Tier 3 – Skills Trades Training – SAO participants • Tier 4 – Job Readiness a 2-week transitional learning placement; and • At the successful completion of the program, participant will receive a Confederation College “Recognition of Achievement”



Appendix C. Demographic Data

Table C-1: SAO Jobseeker Demographic Data for Population, Sample, and Respondent Groups (6-month Interval Survey)

Demographic	Overall Population N = 1,023	Original Sample n =188	6-Month Respondents n = 66	12-Month Respondents n = 62	18-Month Respondents n = 60	One-Time Respondents n = 300
Gender	Gender	Gender	Gender	Gender	Gender	Gender
Male	74%	69%	73%	71%	75%	75%
Female	24%	31%	27%	29%	25%	24%
Another gender identity	0%	0%	0%	0%	0%	0%
Not disclosed	1%	0%	0%	0%	0%	0%
Age (Years)	M = 35 (SD = 11)	M = 37 (SD = 10)	M = 37 (SD = 11)	M = 38 (SD = 10)	M = 36 (SD = 10)	M = 39 (SD = 18)
18 to 29	39%	30%	32%	23%	30%	38%
30 to 39	29%	34%	30%	37%	38%	25%
40 to 49	20%	22%	24%	29%	22%	20%
50 +	12%	15%	14%	11%	10%	17%
Not disclosed	1%	0%	0%	0%	0%	0%
Social Living Status	Social Living Status	Social Living Status	Social Living Status	Social Living Status	Social Living Status	Social Living Status
Married or common law	16%	20%	23%	32%	27%	19%
Single	77%	72%	70%	63%	67%	75%
Separated, Divorced, Widowed	1%	2%	0%	0%	0%	2%
Not disclosed	6%	6%	8%	5%	6%	4%
Education	Education	Education	Education	Education	Education	Education
Less than high school	25%	19%	18%	18%	20%	20%
High school or Equivalent	41%	41%	39%	32%	35%	41%
Some postsecondary education	11%	15%	14%	15%	12%	10%



Demographic	Overall Population N = 1,023	Original Sample n =188	6-Month Respondents n = 66	12-Month Respondents n = 62	18-Month Respondents n = 60	One-Time Respondents n = 300
Apprenticeship, Associate Degree, Certificate, or Diploma	15%	16%	17%	21%	18%	20%
Degree (including Post-Graduate)	6%	8%	12%	15%	15%	5%
Not disclosed	4%	0%	0%	0%	0%	3%
Time Out of School	Time out of School	Time out of School	Time out of School	Time out of School	Time out of School	Time out of School
Less than 1 year	13%	10%	15%	15%	15%	15%
1 to 6 years	33%	29%	29%	21%	30%	29%
More than 6 years	49%	56%	53%	61%	52%	51%
Not applicable	2%	5%	3%	3%	3%	1%
Not disclosed	4%	0%	0%	0%	0%	3%
Disability	Disability	Disability	Disability	Disability	Disability	Disability
Yes	9%	15%	20%	19%	17%	9%
No	90%	85%	80%	81%	83%	91%
Not disclosed	1%	0%	0%	0%	0%	0%
Visible Minority	Visible Minority	Visible Minority	Visible Minority	Visible Minority	Visible Minority	Visible Minority
Yes	12%	16%	14%	15%	12%	11%
No	87%	84%	86%	85%	88%	89%
Not disclosed	1%	0%	0%	0%	0%	0%
Canadian Citizen	Canadian Citizen	Canadian Citizen	Canadian Citizen	Canadian Citizen	Canadian Citizen	Canadian Citizen
Yes	85%	81%	76%	73%	68%	85%
No	14%	19%	24%	27%	32%	15%
Not disclosed	1%	0%	0%	0%	0%	0%
Canadian Newcomer	Canadian Newcomer	Canadian Newcomer	Canadian Newcomer	Canadian Newcomer	Canadian Newcomer	Canadian Newcomer
Yes	7%	11%	11%	21%	23%	9%



Demographic	Overall Population N = 1,023	Original Sample n =188	6-Month Respondents n = 66	12-Month Respondents n = 62	18-Month Respondents n = 60	One-Time Respondents n = 300
No	92%	89%	89%	79%	77%	91%
Not disclosed	1%	0%	0%	0%	0%	0%
Indigenous	Indigenous	Indigenou s	Indigenous	Indigenous	Indigenous	Indigenous
Yes	23%	2%	3%	3%	3%	24%
No	77%	97%	97%	97%	97%	76%
Social Support	Social Support	Social Support	Social Support	Social Support	Social Support	Social Support
Ontario Disability Support Program (ODSP)	7%	8%	9%	8%	10%	8%
Ontario Works (OW)	52%	62%	64%	65%	62%	44%
Employment Insurance (EI)	8%	6%	5%	5%	5%	10%
Dependent of OW, ODSP, or EI	3%	4%	6%	2%	3%	3%
Employed or Self-Employed	4%	3%	6%	6%	5%	5%
Other	6%	6%	5%	3%	3%	7%
None	17%	12%	6%	11%	12%	20%
Not disclosed	4%	0%	0%	0%	0%	3%
Poor Work Retention History	Poor Work Retention	Poor Work Retention	Poor Work Retention	Poor Work Retention	Poor Work Retention	Poor Work Retention
Yes	35%	53%	50%	45%	43%	28%
No	52%	37%	41%	42%	43%	60%
Not Applicable	10%	10%	9%	13%	13%	9%
Not disclosed	4%	0%	0%	0%	0%	3%
Pre-Job Readiness Skills	Pre-Job Readiness	Pre-Job Readiness	Pre-Job Readiness	Pre-Job Readiness	Pre-Job Readiness	Pre-Job Readiness
Needs Development	61%	61%	64%	65%	68%	59%
Satisfactory	29%	31%	29%	31%	20%	31%
Strength	4%	7%	8%	5%	12%	4%



Demographic	Overall Population N = 1,023	Original Sample n =188	6-Month Respondents n = 66	12-Month Respondents n = 62	18-Month Respondents n = 60	One-Time Respondents n = 300
Not disclosed	7%	1%	0%	0%	0%	6%



Table C-2: ES with LBS Jobseeker Demographic Data for Population, Sample, and Respondent Groups (6-Month Interval Respondents)

Demographic	ES Population N = 49,750	With LBS Sample n = 162	6-Month n = 24	12-Month n = 55	18-Month n = 45
LBS	LBS	LBS	LBS	LBS	LBS
Yes	5%	100%	100%	100%	100%
No	95%	0%	0%	0%	0%
Gender	Gender	Gender	Gender	Gender	Gender
Male	48%	67%	50%	62%	53%
Female	51%	33%	50%	38%	47%
Other	0%	0%	0%	0%	0%
Another gender identity	0%	0%	0%	0%	0%
Not disclosed	0%	1%	0%	0%	0%
Age (Years)	M = 39 (SD = 13)	M = 40 (SD = 13)	M = 43 (SD = 14)	M = 41 (SD = 12)	M = 41 (SD = 14)
18 to 29	31%	28%	21%	20%	29%
30 to 39	25%	27%	25%	31%	27%
40 to 49	20%	16%	17%	22%	13%
50 +	25%	28%	38%	27%	31%
Social Living Status	Social Living Status	Social Living Status	Social Living Status	Social Living Status	Social Living Status
Married or common law	36%	15%	13%	11%	16%
Single	56%	70%	67%	76%	73%
Separated, divorced, Widowed	2%	1%	4%	2%	0%
Not disclosed	6%	14%	17%	11%	11%
Education	Education	Education	Education	Education	Education
Less than high school	12%	30%	8%	27%	22%
High school or Equivalent	29%	36%	21%	35%	38%
Some postsecondary education	6%	7%	8%	5%	11%



Demographic	ES Population N = 49,750	With LBS Sample n = 162	6-Month n = 24	12-Month n = 55	18-Month n = 45
Apprenticeship, Journeyman, Certificate, or Diploma (including Associate Degree)	28%	22%	54%	29%	24%
Degree (including Post-Graduate)	26%	4%	8%	4%	4%
Time Out of School	Time out of School	Time out of School	Time out of School	Time out of School	Time out of School
Less than 1 year	69%	21%	17%	15%	18%
1 to 6 years	18%	45%	42%	42%	44%
More than 6 years	4%	31%	33%	40%	31%
Not applicable	8%	2%	8%	4%	0%
Disability	Disability	Disability	Disability	Disability	Disability
Yes	10%	25%	25%	20%	31%
No	90%	75%	75%	80%	69%
Visible Minority	Visible Minority	Visible Minority	Visible Minority	Visible Minority	Visible Minority
Yes	85%	16%	21%	20%	22%
No	15%	84%	79%	80%	78%
Canadian Citizen	Canadian Citizen	Canadian Citizen	Canadian Citizen	Canadian Citizen	Canadian Citizen
Yes	78%	90%	79%	91%	89%
No	22%	10%	21%	9%	11%
Canadian Newcomer	Canadian Newcomer	Canadian Newcomer	Canadian Newcomer	Canadian Newcomer	Canadian Newcomer
Yes	14%	5%	8%	5%	4%
No	86%	95%	92%	95%	96%
Indigenous	Indigenous	Indigenous	Indigenous	Indigenous	Indigenous
Yes	22%	12%	4%	13%	7%
No	78%	88%	96%	87%	93%
Social Support	Social Support	Social Support	Social Support	Social Support	Social Support



Demographic	ES Population N = 49,750	With LBS Sample n = 162	6-Month n = 24	12-Month n = 55	18-Month n = 45
Ontario Disability Support Program (ODSP)	3%	18%	17%	16%	18%
Ontario Works (OW)	16%	40%	38%	42%	44%
Employment Insurance (EI)	13%	3%	4%	4%	2%
Dependent of OW, ODSP, or EI	1%	5%	0%	7%	4%
Employed or Self-Employed	10%	3%	0%	2%	0%
Crown Ward	0%	0%	0%	0%	0%
Other	10%	7%	17%	13%	11%
None	47%	24%	25%	16%	20%
Not disclosed	0%	0%	0%	0%	0%
Poor Work Retention History	Poor Work Retention	Poor Work Retention	Poor Work Retention	Poor Work Retention	Poor Work Retention
Yes	15%	31%	38%	38%	38%
No	85%	69%	63%	62%	62%
Not Applicable	0%	0%	0%	0%	0%
Pre-Job Readiness Skills	Pre-Job Readiness	Pre-Job Readiness	Pre-Job Readiness	Pre-Job Readiness	Pre-Job Readiness
Needs Development	77%	70%	83%	73%	62%
Satisfactory	19%	24%	17%	20%	27%
Strength	3%	4%	0%	4%	7%
Not disclosed	2%	2%	0%	4%	4%



Table C-3: ES without LBS Jobseekers Demographic Data for Population, Sample, and Respondent Groups

Demographic	ES Population N = 49,750	Without LBS Sample N = 343	6-Month n = 56	12-Month n = 102	18-Month n = 97
LBS	LBS	LBS	LBS	LBS	LBS
Yes	5%	0%	0%	0%	0%
No	95%	100%	100%	100%	100%
Gender	Gender	Gender	Gender	Gender	Gender
Male	48%	70%	64%	41%	58%
Female	51%	30%	36%	59%	42%
Other	0%	0%	0%	0%	0%
Another gender identity	0%	0%	0%	0%	0%
Not disclosed	0%	0%	0%	0%	0%
Age (Years)	M = 39 (SD = 13)	M = 44 (SD = 13)	M = 43 (SD = 13)	M = 40 (SD = 13)	M = 40 (SD = 13)
18 to 29	31%	24%	14%	23%	24%
30 to 39	25%	30%	29%	32%	34%
40 to 49	20%	19%	25%	19%	16%
50 +	25%	27%	32%	26%	26%
Social Living Status	Social Living Status	Social Living Status	Social Living Status	Social Living Status	Social Living Status
Married or common law	36%	27%	32%	34%	34%
Single	56%	63%	55%	57%	57%
Separated, Divorced, Widowed	2%	2%	4%	2%	1%
Not disclosed	6%	8%	9%	7%	8%
Education	Education	Education	Education	Education	Education
Less than high school	12%	25%	16%	20%	13%
High school or Equivalent	29%	38%	41%	35%	38%
Some postsecondary education	6%	6%	5%	6%	5%
Trade, Certificate, Diploma, or Associate Degree	28%	21%	18%	25%	28%



Demographic	ES Population N = 49,750	Without LBS Sample N = 343	6-Month n = 56	12-Month n = 102	18-Month n = 97
Degree (including Post-Graduate)	26%	10%	20%	15%	15%
Time Out of School	Time out of School	Time out of School	Time out of School	Time out of School	Time out of School
Less than 1 year	69%	14%	14%	20%	20%
1 to 6 years	18%	30%	21%	25%	27%
More than 6 years	4%	55%	63%	53%	53%
Not applicable	8%	1%	2%	2%	1%
Disability	Disability	Disability	Disability	Disability	Disability
Yes	10%	19%	23%	20%	18%
No	90%	81%	77%	80%	82%
Visible Minority	Visible Minority	Visible Minority	Visible Minority	Visible Minority	Visible Minority
Yes	15%	11%	14%	9%	13%
No	85%	89%	86%	91%	87%
Canadian Citizen	Canadian Citizen	Canadian Citizen	Canadian Citizen	Canadian Citizen	Canadian Citizen
Yes	78%	89%	86%	89%	89%
No	22%	11%	14%	11%	11%
Canadian Newcomer	Canadian Newcomer	Canadian Newcomer	Canadian Newcomer	Canadian Newcomer	Canadian Newcomer
Yes	14%	6%	13%	11%	11%
No	86%	94%	88%	89%	89%
Indigenous	Indigenous	Indigenous	Indigenous	Indigenous	Indigenous
Yes	4%	17%	11%	15%	13%
No	96%	83%	89%	85%	87%
Social Support	Social Support	Social Support	Social Support	Social Support	Social Support
Ontario Disability Support Program (ODSP)	3%	13%	20%	18%	15%
Ontario Works (OW)	16%	30%	25%	27%	25%
Employment Insurance (EI)	13%	6%	5%	8%	9%
Dependent of OW, ODSP, or EI	1%	3%	2%	0%	2%



Demographic	ES Population N = 49,750	Without LBS Sample N = 343	6-Month n = 56	12-Month n = 102	18-Month n = 97
Employed or Self-Employed	10%	4%	4%	1%	3%
Other	0%	13%	14%	8%	11%
None	10%	31%	30%	38%	34%
Not disclosed	47%	0%	0%	0%	0%
Poor Work Retention History?	Poor Work Retention	Poor Work Retention	Poor Work Retention	Poor Work Retention	Poor Work Retention
Yes	85%	44%	48%	56%	48%
No	15%	56%	52%	44%	52%
Not Applicable	0%	0%	0%	0%	0%
Pre-Job Readiness Skills	Pre-Job Readiness	Pre-Job Readiness	Pre-Job Readiness	Pre-Job Readiness	Pre-Job Readiness
Needs Development	77%	67%	73%	74%	71%
Satisfactory	19%	28%	25%	23%	25%
Strength	3%	3%	2%	2%	3%
Not known	2%	1%	0%	2%	1%



Appendix D. Follow-up Survey for SAO and ES Jobseekers (6, 12, and 18-month Surveys)

6-month, 12-month (Part 1), and 18-Month (Part 1) Jobseeker Survey Items

Survey Section	Item	Logic	Wording	Response	Comments
1. Current Status: Employment, Education, and Training	1	NA	Are you currently:	NA	NA
1. Current Status: Employment, Education, and Training	1A	NA	<i>Working?</i>	1) Yes 2) No 3) Prefer not to answer	NA
1. Current Status: Employment, Education, and Training	1B	NA	<i>In school?</i>	1) Yes 2) No 3) Prefer not to answer	NA
1. Current Status: Employment, Education, and Training	1C	NA	<i>In training?</i> Training can mean learning job skills, an apprenticeship, being a trainee at your place of work through an employment service	1) Yes 2) No 3) Prefer not to answer	NA



Survey Section	Item	Logic	Wording	Response	Comments
1. Current Status: Employment, Education, and Training	1D	IF Q1C = 1	What type(s) of training are you currently taking?	(Select all that apply) 1) Apprenticeship training 2) ESL/FSL (English or French as a Second Language) 3) Bridge training 4) Second career training 5) Literacy and basic skills training at <Workforce intermediary> [IF LOCAL PROGRAM NAME AVAILABLE THEN INSERT = ' and <ProgramName>'] 6) Other literacy and basic skills training 7) Other (please specify): 8) Not sure 9) Prefer not to answer	Can select 'Not Sure' and other options as well.



Survey Section	Item	Logic	Wording	Response	Comments
1. Current Status: Employment, Education, and Training	1E	IF Q1A = 2	What are the main reasons you are not working?	(Please select all that apply) 1) Injury, illness or disability 2) Pregnancy, child birth, family responsibilities 3) Want to work but can't find a job/ looking for a job/better job 4) Transportation problems (for example, cost, availability) 5) Laid off 6) Incarcerated 7) Temporary, seasonal job completed 8) Waiting for recall (to former employer) 9) Waiting for replies from employers 10) No work is available (in area or suited to skills) 11) Never had a job 12) Permanently unable to work 13) Currently in school or training program 14) Waiting to hear if accepted to a school or training program 15) Was not accepted to school or training program 16) Concerned to lose income support (for example, ODSP, OW or Social Assistance) 17) Other(specify): 18) Don't know 19) Prefer not to answer	NA



Survey Section	Item	Logic	Wording	Response	Comments
1. Current Status: Employment, Education, and Training	1F	NA	What is the highest level of education you have completed?	(Please select one) 1) Less than high school 2) High school or GED 3) Some apprenticeship 4) Apprenticeship 5) Some college 6) College Diploma or Certificate 7) College degree 8) Some university 9) University degree 10) Academic upgrading or continuing education (for example, ACE - Academic and Career Entrance) 11) Other (please specify): 12) Not sure 13) Prefer not to answer	NA
1. Current Status: Employment, Education, and Training	2	IF Q1A = 1	How many jobs do you currently have?	1) Number of jobs currently held	NA
1. Current Status: Employment, Education, and Training	3A*	IF Q1A = 1 AND <Program Name> = 'Construction Connections' AND <Employer> ≠ EMPTY	Are you still working with <Employer>?	1) Yes 2) No	NA



Survey Section	Item	Logic	Wording	Response	Comments
1. Current Status: Employment, Education, and Training	3B*	IF Q3A = 2 OR IF Q1A = 2	Which of the following describes the reason(s) you left your job with <Employer>?	(Select all that apply) 1) Job placement ended and was not hired on 2) Looking for better pay 3) Looking for higher job position/ promotion opportunities 4) Looking for better work conditions 5) Looking for better hours 6) Looking for better training opportunities 7) Looking for better work location 8) It was the choice of my employer (Please specify): 9) Personal reasons (Please specify): 10) Other reason (Please specify): 11) Don't know 12) Prefer not to answer	NA
2. Employment Outcome: Growth and Development	4A*	IF Q1A = 1	Compared to when you started the training while working at <Employer>, how would you describe your current job position? A job position can mean a change in: <ul style="list-style-type: none"> • job title • grade or class • seniority 	(Select one) 1) Lower position now 2) Same position 3) Higher position now (you have been given a promotion) 4) Not sure 5) Prefer not to answer	[NOTE: IF Q2>1, add the following statement at the top: 'The following question refers to the job you work the most hours in a week.']



Survey Section	Item	Logic	Wording	Response	Comments
2. Employment Outcome: Growth and Development	4B*	IF Q1A = 1	<p>Compared to when you started working at <Employer>, how would you describe the amount of work responsibilities you now have?</p> <p>Responsibilities can mean any of these things:</p> <ul style="list-style-type: none"> • size of your work load • types of tasks you do • skills you use • number of co-workers you supervise 	<p>(Select one)</p> <ol style="list-style-type: none"> 1) Fewer responsibilities now 2) About the same amount of responsibility 3) More responsibilities now 4) Not sure 5) Prefer not to answer 	<p>[NOTE: IF Q2>1, add the following statement at the top: 'The following question refers to the job you work the most hours in a week.']</p>
3. Employment Outcome: Work Characteristics and Measures	5	IF Q1A = 1 & IF Q3A =2	<p>When did you start your employment with your current employer?</p>	<ol style="list-style-type: none"> 1) <Month and Year Drop-Down Boxes> 2) Not sure 3) Prefer not to answer <p>(NOTE: Calculate duration in months. Extra variable in database is required)</p>	<p>If still with SAO job placement employer (Q3A=1), then duration in months is calculated based on month and year when job placement ended</p> <p>[NOTE: IF Q2>1, add the following statement at the top: 'The following question refers to the job you work the most hours in a week.']</p>
3. Employment Outcome: Work Characteristics and Measures	6	IF Q1A = 1	<p>Is your current position:</p>	<ol style="list-style-type: none"> 1) Temporary (includes contract and fixed-term positions) 2) Permanent 3) Not sure 4) Prefer not to answer 	<p>[NOTE: IF Q2>1, add the following statement at the top: 'The following question refers to the job you work the most hours in a week.']</p>



Survey Section	Item	Logic	Wording	Response	Comments
3. Employment Outcome: Work Characteristics and Measures	7	IF Q1A = 1	Is your current employment seasonal in nature (for example, there is no work during winter months)?	1) Yes 2) No 3) Not sure	[NOTE: IF Q2>1, add the following statement at the top: 'The following question refers to the job you work the most hours in a week.']
3. Employment Outcome: Work Characteristics and Measures	8	IF Q7 = 1	Please provide an estimate of how many months (or weeks) per year you work. If you work more than one job, please provide an estimate for each job.	(Select one drop down for each job) 1) weeks drop-down list 2) months drop-down list 3) Not sure	IF Q2>1, then separate response lists provided for each job with Job # as header for each
3. Employment Outcome: Work Characteristics and Measures	9A	IF Q1A = 1	What is your current job title?	1) Open-ended response 2) Not sure 3) Prefer not to say	[NOTE: IF Q2>1, add the following statement at the top: 'The following question refers to the job you work the most hours in a week.'] NOTE: NOC code to be assigned after survey using 9A and 9B
3. Employment Outcome: Work Characteristics and Measures	9B	IF Q1A = 1	What are your main duties at your current job?	1) Open-ended response 2) Prefer not to say	IF Q2>1, add the following statement at the top: 'The following question refers to the job you work the most hours in a week.'



Survey Section	Item	Logic	Wording	Response	Comments
3. Employment Outcome: Work Characteristics and Measures	10	IF Q1A = 1	<p>What industry sector do you work in?</p> <p>If you are unsure which industry sector you work in, you may also explain in your own words what service is provided or product is made by your employer.</p>	<p>1) <list of NAICS sectors with examples></p> <p>2) I prefer to describe my work sector in my own words (please specify):</p> <p>3) Not sure</p>	<p>Examples has been added beside each industry.</p>
3. Employment Outcome: Work Characteristics and Measures	11	IF Q1A = 1	<p>How many hours per week do you work?</p> <p>If you work more than one job, please provide the total hours for each job.</p>	<p>1) <Drop-down box 1-60+ hours></p> <p>2) Not sure</p> <p>3) Prefer not to say</p>	<p>IF Q2>1, then separate response lists provided for each job with Job # as header for each</p> <p>*NOTE: IF < 30 hours THEN code as part-time ELSE full-time</p>
3. Employment Outcome: Work Characteristics and Measures	12	IF Q1A = 1	<p>What is your current wage (including tips and commissions) before taxes?</p> <p>If you work more than one job, please provide the current wage for each job.</p>	<p>Please select one of the following options to report your wage:</p> <p>1) <Hourly Wage></p> <p>2) <Weekly Wage></p> <p>3) <Every two weeks Wage></p> <p>4) <Annual Salary></p> <p>5) Not sure</p> <p>6) Prefer not to say</p>	<p>IF Q2>1, then separate response lists provided for each job with Job # as header for each</p> <p>Default value for cents value placeholder has been set to '.00'</p>



Survey Section	Item	Logic	Wording	Response	Comments
4. Employment Outcome: Job Evaluation and Satisfaction	13	IF Q1A = 1	How much do you agree or disagree with the following statement: There are many opportunities for career advancement for you in this job. By advancement, we mean earning more money, getting a promotion, obtaining a better job with benefits or more responsibilities.	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure 7) Prefer not to answer	[NOTE: IF Q2>1, add the following statement at the top: 'The following question refers to the job you work the most hours in a week.']
4. Employment Outcome: Job Evaluation and Satisfaction	14	IF Q1A = 1	In general, could you please tell me how satisfied are you with your job? Would you say that you are:	1) Very dissatisfied 2) Dissatisfied 3) Neither dissatisfied nor satisfied 4) Satisfied 5) Very satisfied 6) Not sure 7) Prefer not to answer	[NOTE: IF Q2>1, add the following statement at the top: 'The following question refers to the job you work the most hours in a week.']



Survey Section	Item	Logic	Wording	Response	Comments
5. Survey Conclusion	15A	NA	<p>We will be contacting you in 6 months to do an additional follow-up survey. You will also receive a <\$10/\$20> gift card for participating in the next survey. We will be asking similar questions as well as asking for feedback on your experiences with [IF LOCAL PROGRAM NAME AVAILABLE THEN INSERT = '<Program Name> at '] <Workforce intermediary> approximately <12/18> months after completing your program.</p> <p>Could you confirm or update the contact information we have available?</p> <p>The contact information collected today by CCI Research will solely be used by the <i>Ministry of Advanced Education and Skills Development</i> in association with [SkillsAdvance Ontario OR Employment Service], and will not be shared with any other agencies.</p>	<p>Email (For future survey invitations):</p> <ol style="list-style-type: none"> 1) This is the best email to reach me at: <Current Email> 2) New Email Address 3) Confirm New Email Address <p>(For survey follow-up, if required):</p> <ol style="list-style-type: none"> 1) This is the best phone number to reach me at: <Current Phone Number> 2) New Phone Number 3) Confirm New Phone Number <p>Address (For information letters):</p> <ol style="list-style-type: none"> 1) This is my current mailing address: <Current Mailing Address> 2) New Mailing Address 3) Confirm New Mailing Address 	<p>Will be presented at end of 6 and 12 month surveys</p> <p>For 12 month survey, present at end of Job Seeker Survey Part 2.</p> <p>For 12-month survey, present at end of Job Seeker Survey Part 2</p> <p>If currently doing 6 Month Survey = \$10 Gift Card for next survey</p> <p>If currently 12 Month Survey = \$20 Gift Card for next survey</p> <p>IF <Program Name> = EMPTY THEN '<Program Name> at ' will be removed from question wording.</p>



Survey Section	Item	Logic	Wording	Response	Comments
5. Survey Conclusion	15B	NA	Which of the following <\$10/\$20> gift card options do you want to receive?	1) Tim Hortons 2) Esso 3) Amazon.ca 4) I do not want to receive a gift card 5) In order to receive the <\$10/\$20> gift card by email, please enter and confirm your email address below. a) This is the best email to reach me at <Current Email> b) Enter Email Address: Confirm Email Address:	Will be presented at end of 6, 12, and 18 month surveys For 12-month and 18-month surveys, present at end of Job Seeker Survey Part 2 (IF Q15B<4) AND (IF Q15B = EMPTY) THEN Q15B → Forced If currently doing 6 or 12 Month Survey = \$10 Gift Card If currently 18 Month Survey = \$20 Gift Card
5. Survey Conclusion	Q15C	NA	On behalf of <SkillsAdvance Ontario/Employment Service>, we would like to thank you for your participation in this survey.	NA	Will be presented at end of 6, 12, and 18-month surveys For 12-month and 18-month surveys, present at end of Job Seeker Survey Part 2

SAO 12-Month (Part 2) and 18-Month (Part 2) Jobseekers Survey Items



Survey Section	Item	Logic	Wording	Response	Comments
1. SkillsAdvance Ontario Evaluation	16*	NA	The following statements refer to your experience with <Program Name> at <Workforce intermediary> approximately <12,18> months ago Please answer with your level of agreement for each of the following statements:	NA	Q18A-18C will be presented on the same page IF <Program Name> = EMPTY THEN '<Program Name> at ' will be removed from question wording.
1. SkillsAdvance Ontario Evaluation	16A*	NA	I would recommend it to someone looking for similar services.	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure	NA
1. SkillsAdvance Ontario Evaluation	16B*	NA	It has helped me improve skills I can use to find a job.	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure	NA
1. SkillsAdvance Ontario Evaluation	16C*	NA	It helped me improve skills I can use to keep a job.	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure	NA



Survey Section	Item	Logic	Wording	Response	Comments
1. SkillsAdvance Ontario Evaluation	17*	NA	The following statements refer to your experience with <Program Name> at <Workforce intermediary> approximately <12, 18> months ago. Please answer with your level of agreement for each of the following statements:	NA	Q17A-17C will be presented on the same page IF <Program Name> = EMPTY THEN '<Program Name> at ' will be removed from question wording.
2. SkillsAdvance Ontario Benefits	17A*	NA	My employability skills (for example, searching for a job, writing a resume) have improved.	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure	NA
2. SkillsAdvance Ontario Benefits	17B*	NA	My general work skills needed for the job (for example working with numbers or doing math, reading and writing, team-work, time-management) have improved	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure	NA
2. SkillsAdvance Ontario Benefits	17C*	NA	My job-specific skills (that is, the technical skills needed for my job) have improved.	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure	NA



Survey Section	Item	Logic	Wording	Response	Comments
3. SkillsAdvance Ontario Achievement Outcomes	18*	NA	The following statements refer to your experience with <Program Name> at <Workforce intermediary> approximately <12,18> months ago. Please answer with your level of agreement for each of the following statements:	NA	Q18A-18B will be presented on the same page IF <Program Name> = EMPTY THEN '<Program Name> at ' will be removed from question wording.
3. SkillsAdvance Ontario Achievement Outcomes	18A*	NA	The training activities you participated in addressed your needs.	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure	NA
3. SkillsAdvance Ontario Achievement Outcomes	18B*	NA	The training activities that you participated in helped you feel more confident about your next career steps.	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure	NA



Survey Section	Item	Logic	Wording	Response	Comments
3. SkillsAdvance Ontario Achievement Outcomes	19A*	NA	<p>Did you receive a certificate, diploma or any other type of credential or official recognition for completing the course/training?</p> <p>For example, Food Handlers certificate, WHIMIS, First Aid, CPR, etc.</p>	<p>1) Yes 2) No 3) Not sure</p>	NA
3. SkillsAdvance Ontario Achievement Outcomes	19B*	IF Q19A = 1	<p>What was the certificate, diploma or credential?</p>	<p>(Select all that apply)</p> <p>1) An industry-recognized credential • Examples might include Forklift license, Level A Welding</p> <p>2) Certificate of completion • Examples are CPR, First Aid, WHIMIS, safety, H2S, Basic spreadsheets, Credential Smart Serve, Food Handlers certificate</p> <p>3) Other (please specify):</p> <p>4) Not sure</p>	Can select 'Not Sure' and other options as well.



Survey Section	Item	Logic	Wording	Response	Comments
4. SkillsAdvance Ontario Program Strengths and Improvements	20*	IF <SubGoal Name> = ON145 AND <PlantItem Name> = AN774 to AN783	Our records indicate that you have used one or more post-placement employment service(s). These can be things like: <ul style="list-style-type: none"> • Receiving additional job support services, such as transportation to and from work • Help with keeping your present job or planning for a new career • Help finding good job opportunities What were the main reason(s) for your use of these/this service(s)?	(Select all that apply) 1) To help keep my job 2) To find job opportunities in my area of work 3) To find job opportunities outside my area of work 4) To get a promotion 5) To find other employment services 6) To find contacts with other people in my field 7) Other (specify): 8) Not sure 9) Prefer not to say	Can select 'Not Sure' and other options as well.
4. SkillsAdvance Ontario Program Strengths and Improvements	21*	NA	The following statements refer to your experience with <Program Name> at <Workforce intermediary> approximately <12,18> months ago.	NA	Q21A-21C will be presented on the same page IF <Program Name> = EMPTY THEN '<Program Name> at ' will be removed from question wording.
4. SkillsAdvance Ontario Program Strengths and Improvements	21A*	NA	Please indicate what has worked well during your participation.	1) Open-ended response 2) Prefer not to say	Monitor Q21A-21C responses during data collection period to assess if close-ended response categories or examples can be developed
4. SkillsAdvance Ontario Program Strengths and Improvements	21B*	NA	What did not work well?	1) Open-ended response 2) Prefer not to say	NA



Survey Section	Item	Logic	Wording	Response	Comments
4. SkillsAdvance Ontario Program Strengths and Improvements	21C*	NA	Do you have any suggestions to improve <Program Name> at <Workforce intermediary>?	1) Open-ended response 2) Prefer not to say	IF <Program Name> = EMPTY THEN '<Program Name> at ' will be removed from question wording.
5. Survey Conclusion	NA	NA	NA	NA	Use Section 5 items (Q15A – Q15C) in Job Seeker Survey Part 1



Employer Survey Items

Survey Section	Item	Logic	Wording	Response	Comments
1. SAO Job Placement Employment Outcomes	1A	NA	<p>Our records show that you offered a job placement for <TotalClientsEmployed> jobseekers between [EARLIEST <PlacementStartDate> month/year> and <PRESENT month/year>.</p> <p>Approximately what percentage of the jobseekers are still employed with your company after their job placement ended?</p>	<p>1) About <Drop-down list of 10% bands from 0% to 100%></p> <p>2) Not sure</p>	Update N Placements and dates accordingly at 12 and 18-month follow-ups (every intake from start of program up until survey time period)
1. SAO Job Placement Employment Outcomes	1B	IF Q1A < 100%	<p>What were the main reasons for not retaining jobseeker(s) after the job placement?</p>	<p>(Select all that apply)</p> <p>1) Ongoing absenteeism or punctuality</p> <p>2) Poor overall job performance</p> <p>3) Poor learning or skill development</p> <p>4) Work behavior problems (e.g., poor attitude, poor teamwork, arguing with supervisor)</p> <p>5) Operational needs of company changed (for example, budget constrains)</p> <p>6) Other (Please specify):</p> <p>7) Prefer not to say</p>	NA



Survey Section	Item	Logic	Wording	Response	Comments
1. SAO Job Placement Employment Outcomes	1C	NA	Since [EARLIEST <PlacementStartDate> month/year], were there any SkillsAdvance Ontario jobseekers who worked a trial period for your company, but did not end up with a job placement afterwards?	1) Yes 2) No 3) Prefer not to say	NA



Survey Section	Item	Logic	Wording	Response	Comments
1. SAO Job Placement Employment Outcomes	1D	IF Q1A = < 100%	What was the reason(s) why these jobseekers did not end up with a job placement at your company?	1) Lack of essential skills (e.g.), numeracy, reading, writing and document use) 2) Difficulty to follow instructions 3) Difficulty to communicate clearly 4) Difficulty to work with others 5) Lack of organization and time management skills 6) Lack of commitment to continuous learning 7) Lack of attention to details 8) Overall poor job performance 9) Operational needs of company changed (e.g.), budget constrains) 10 Participant changed his/her mind 11 Don't know/No response 12) Other reason (please specify):	NA



Survey Section	Item	Logic	Wording	Response	Comments
2. SkillsAdvance Ontario Program Satisfaction	2	IF Q1A > 0%	The following statements apply to your participation in SkillsAdvance Ontario since [EARLIEST <PlacementStartDate> month/year]. Please rate the following statements:	NA	NA
2. SkillsAdvance Ontario Program Satisfaction	2A	NA	Overall, how satisfied are you with the soft skill level of participants? Soft skills include managing personal attitudes, working in a team, and time management within the workplace.	1) Very dissatisfied 2) Dissatisfied 3) Neither satisfied nor dissatisfied 4) Satisfied 5) Very satisfied 6) Not sure	NA



Survey Section	Item	Logic	Wording	Response	Comments
2. SkillsAdvance Ontario Program Satisfaction	2B	NA	How satisfied overall are you with the foundational skill level (e.g., basic literacy and numeracy) of the participants?	1) Very dissatisfied 2) Dissatisfied 3) Neither satisfied nor dissatisfied 4) Satisfied 5) Very satisfied 6) Not sure	NA
2. SkillsAdvance Ontario Program Satisfaction	2C	NA	Overall, how satisfied are you with the technical skill level of the participants? Technical skills refer to specialized skills required to perform the duties of the job.	1) Very dissatisfied 2) Dissatisfied 3) Neither satisfied nor dissatisfied 4) Satisfied 5) Very satisfied 6) Not sure	NA
2. SkillsAdvance Ontario Program Satisfaction	2D	NA	Participating in the SkillsAdvance Ontario program helped us identify skills gaps in my company.	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure	NA
2. SkillsAdvance Ontario Program Satisfaction	2E	NA	My company's participation in SkillsAdvance Ontario resulted in tangible benefits for us (e.g., capable to take on more contracts due to staffing addition, productivity, sales increase)	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure	NA



Survey Section	Item	Logic	Wording	Response	Comments
2. SkillsAdvance Ontario Program Satisfaction	2F	NA	The SkillsAdvance Ontario participant(s) is/are job ready at the beginning of the placement.	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure	NA
3. SkillsAdvance Ontario Program Evaluation	3	NA	The following statements apply to your participation in SkillsAdvance Ontario since [EARLIEST <PlacementStartDate> month/year]. Please rate the following statements:	NA	NA
3. SkillsAdvance Ontario Program Evaluation	3A	NA	I am pleased with the services I received from the SkillsAdvance Ontario program.	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure	NA
3. SkillsAdvance Ontario Program Evaluation	3B	NA	The services I received from SkillsAdvance Ontario program were useful.	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure	NA



Survey Section	Item	Logic	Wording	Response	Comments
3. SkillsAdvance Ontario Program Evaluation	3C	NA	I would recommend the SkillsAdvance Ontario program to companies looking to fill in their skill gaps.	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure	NA
3. SkillsAdvance Ontario Program Evaluation	3D	NA	Did your company participate in the development of the employment and training services of SkillsAdvance Ontario (e.g., providing feedback on the curriculum/training development or update, on the training components, etc.)?	1) Yes 2) No 3) Not sure	NA



Survey Section	Item	Logic	Wording	Response	Comments
4. SkillsAdvance Ontario Challenges & Improvements	4	NA	<p>Have you experienced any challenges in collaborating with <Workforce intermediary> or <Program Name>?</p> <p>[NOTE: 'collaborating' can be clicked on to provide pop-out box with the following definition below]</p> <p>As part of such collaboration:</p> <ul style="list-style-type: none"> -You might have worked closely with service provider to develop employment and training services that help jobseekers to gain right essential, technical, and employability skills needed by your organization OR -You benefited from the access to the pool of workers with the right essential, technical, and employability skills that you could recruit and fill vacancies in your workplace. 	1) Yes 2) No 3) Not sure 4) Prefer not to say	NA
4. SkillsAdvance Ontario Challenges & Improvements	5	IF Q4 = 1	What were they?	Open-ended response	NA



Survey Section	Item	Logic	Wording	Response	Comments
4. SkillsAdvance Ontario Challenges & Improvements	6	NA	What improvements, if any, to the <i>SkillsAdvance Ontario</i> would you suggest?	Open-ended response	NA
5. Survey Conclusion	7A	NA	<p>We would like to contact you in 6 months to do an additional follow-up survey. We will be asking similar questions as well as asking for feedback on your experiences with <i>SkillsAdvance Ontario</i>.</p> <p>Could you confirm or update contact information we have available?</p>	<p><Current Email></p> <p>1) This is the best email to reach me at</p> <p>2) <<New Email Address>></p> <p>3) <<Confirm New Email Address>></p> <p><Current Phone Number></p> <p>1) This is the best phone number to reach me at</p> <p>2) <<New Phone Number>></p> <p>3) <<Confirm New Phone Number>></p>	Will be presented at end of 6 and 12 month surveys
5. Survey Conclusion	7B	NA	On behalf of <i>SkillsAdvance Ontario</i> , we would like to thank you for your participation in this survey.	NA	NA



Appendix E. Follow-up Survey for SAO and ES Jobseekers (One-Time Surveys) Part 1 Items

Survey Section	Item	Logic	Wording	Response	Comments
1. Current Status: Employment, Education, and Training	1	NA	Are you currently:	NA	NA
1. Current Status: Employment, Education, and Training	1A	NA	<i>Working?</i>	1) Yes 2) No 3) Prefer not to answer	NA
1. Current Status: Employment, Education, and Training	1B	NA	<i>In school?</i>	1) Yes 2) No 3) Prefer not to answer	NA
1. Current Status: Employment, Education, and Training	1C	NA	<i>In training?</i> Training can mean learning job skills, an apprenticeship, being a trainee at your place of work through an employment service	1) Yes 2) No 3) Prefer not to answer	NA



Survey Section	Item	Logic	Wording	Response	Comments
1. Current Status: Employment, Education, and Training	1D	IF Q1A = 2	What are the main reasons you are not working?	(Please select all that apply) 1) Injury, illness or disability 2) Pregnancy, child birth, family responsibilities 3) Want to work but can't find a job/ looking for a job/better job 4) Transportation problems (for example, cost, availability) 5) Laid off 6) Incarcerated 7) Temporary, seasonal job completed 8) Waiting for recall (to former employer) 9) Waiting for replies from employers 10) No work is available (in area or suited to skills) 11) Never had a job / no work experience 12) Permanently unable to work 13) Currently in school or training program 14) Waiting to hear if accepted to a school or training program 15) Was not accepted to school or training program 16) Concerned to lose income support (for example, ODSP, OW or Social Assistance) 17) Other(specify): 18) Don't know 19) Prefer not to answer	NEW: Response option 11 has been updated (new part is in blue)
			I will be reading each of the options to you. Please reply with a Yes or No response after each option		NEW: Old Q1D,Q1E, and Q1F have been re-ordered



Survey Section	Item	Logic	Wording	Response	Comments
1. Current Status: Employment, Education, and Training	1E	IF Q1B = 1	What level of education are you taking?	(Please select one) 1) High school or GED 2) Apprenticeship 3) College Diploma or Certificate 4) College degree 5) University degree 6) Academic upgrading or continuing education (for example, ACE -Academic and Career Entrance) 7) Other (please specify): 8) Not sure 9) Prefer not to answer	NEW: Question wording and options have changed from old version NEW: Logic added (only asked to those currently taking education. NEW: Old Q1D,Q1E, and Q1F have been re-ordered Interviewer Note: Do Not Read Response Options
1. Current Status: Employment, Education, and Training	1F	IF Q1C = 1	What type(s) of training are you currently taking? I will be reading each of the options to you. Please reply with a Yes or No response after each option.	(Select all that apply) 1) Apprenticeship training 2) ESL/FSL (English or French as a Second Language) 3) Bridge training 4) Second career training 5) Literacy and basic skills training at <Workforce intermediary> [IF LOCAL PROGRAM NAME AVAILABLE THEN INSERT = ' and <ProgramName>'] 6) Other literacy and basic skills training 7) Other (please specify): 8) Not sure 9) Prefer not to answer	Can select 'Not Sure' and other options as well. Interviewer Note: Read Options 1-6



Survey Section	Item	Logic	Wording	Response	Comments
1. Current Status: Employment, Education, and Training	2	IF Q1A = 1	How many jobs do you currently have?	<Number of jobs currently held>	NA
1. Current Status: Employment, Education, and Training	3A*	IF Q1A = 1 AND <ProgramName> = 'Construction Connections' AND <Employer> ≠ EMPTY	Are you still working with <Employer>?	1) Yes 2) No	NA
1. Current Status: Employment, Education, and Training	3B*	IF Q3A = 2 OR IF Q1A = 2 AND <Employer> ≠ EMPTY	Which of the following describes the reason(s) you left your job with <Employer>? I will be reading each of the options to you. Please reply with a Yes or No response after each option.	(Select all that apply) 1) Job placement ended and was not hired on 2) Looking for better pay 3) Looking for higher job position/promotion opportunities 4) Looking for better work conditions 5) Looking for better hours 6) Looking for better training opportunities 7) Looking for better work location 8) It was the choice of my employer (Please specify): 9) Personal reasons (Please specify): 10) Other reason (Please specify): 11) Don't know 12) Prefer not to answer	NA



Survey Section	Item	Logic	Wording	Response	Comments
2. Employment Outcome: Growth and Development	4A	IF Q1A = 1 AND <Employer> ≠ EMPTY	Compared to when you started the training while working at <Employer>, how would you describe your current job position? A job position can mean a change in: <ul style="list-style-type: none"> • job title • grade or class • seniority 	(Select one) 1) Lower position now 2) Same position 3) Higher position now (you have been given a promotion) 4) Not sure 5) Prefer not to answer	IF Q2>1, add the following statement at the top: 'The following question refers to the job you work the most hours in a week.'
2. Employment Outcome: Growth and Development	4B	IF Q1A = 1 AND <Employer> ≠ EMPTY	Compared to when you started working at <Employer>, how would you describe the amount of work responsibilities you now have? Responsibilities can mean any of these things: <ul style="list-style-type: none"> • size of your work load • types of tasks you do • skills you use • number of co-workers you supervise 	(Select one) 1) Fewer responsibilities now 2) About the same amount of responsibility 3) More responsibilities now 4) Not sure 5) Prefer not to answer	: IF Q2>1, add the following statement at the top: 'The following question refers to the job you work the most hours in a week.'



Survey Section	Item	Logic	Wording	Response	Comments
3. Employment Outcome: Work Characteristics and Measures	5	IF Q1A = 1 & IF Q3A =2	When did you start your employment with your current employer?	1) Month and Year Drop-Down Boxes 2) Not sure 3) Prefer not to answer (NOTE: Calculate duration in months. Extra variable in database is required)	If still with SAO job placement employer (Q3A=1), then duration in months is calculated based on month and year when job placement ended E: IF Q2>1, add the following statement at the top: 'The following question refers to the job you work the most hours in a week.'
3. Employment Outcome: Work Characteristics and Measures	6	IF Q1A = 1	Is your current position:	1) Temporary (includes contract and fixed-term positions) 2) Permanent 3) Not sure 4) Prefer not to answer	[NOTE: IF Q2>1, add the following statement at the top: 'The following question refers to the job you work the most hours in a week.']
3. Employment Outcome: Work Characteristics and Measures	7	IF Q1A = 1	Is your current employment seasonal in nature (for example, there is no work during winter months)?	1) Yes 2) No 3) Not sure 4) Prefer not to answer	[NOTE: IF Q2>1, add the following statement at the top: 'The following question refers to the job you work the most hours in a week.']



Survey Section	Item	Logic	Wording	Response	Comments
3. Employment Outcome: Work Characteristics and Measures	8	IF Q1A = 1	Please provide an estimate of how many months (or weeks) per year you work. If you work more than one job, please provide an estimate for each job.	(Select one drop down for each job) 1) <Weeks drop-down list> 2) <months drop-down list> 3) Not sure 4) Prefer not to answer	IF Q2>1, then separate response lists provided for each job with Job # as header for each NEW: Logic updated. Now asked to all respondents who are working
3. Employment Outcome: Work Characteristics and Measures	9A	IF Q1A = 1	What is your current job title?	1) Open-ended response 2) Not sure 3) Prefer not to say	E: IF Q2>1, add the following statement at the top: 'The following question refers to the job you work the most hours in a week.' NOTE: NOC code to be assigned after survey using 9A and 9B
3. Employment Outcome: Work Characteristics and Measures	9B	IF Q1A = 1	What are your main duties at your current job?	1) Open-ended response 2) Not sure 3) Prefer not to say	[NOTE: IF Q2>1, add the following statement at the top: 'The following question refers to the job you work the most hours in a week.']
3. Employment Outcome: Work Characteristics and Measures	10	IF Q1A = 1	What industry sector do you work in? If you are unsure which industry sector you work in, you may also explain in your own words what service is provided or product is made by your employer.	1) List of NAICS sectors with examples 2) I prefer to describe my work sector in my own words (please specify): 3) Not sure 4) Prefer not to say	Examples has been added beside each industry.



Survey Section	Item	Logic	Wording	Response	Comments
3. Employment Outcome: Work Characteristics and Measures	11	IF Q1A = 1	How many hours per week do you work? If you work more than one job, please provide the total hours for each job.	1) Drop-down box 1-60+ hours 2) Not sure 3) Prefer not to say	IF Q2>1, then separate response lists provided for each job with Job # as header for each *NOTE: IF < 30 hours THEN code as part-time ELSE full-time
3. Employment Outcome: Work Characteristics and Measures	12	IF Q1A = 1	What is your current wage (including tips and commissions) before taxes? If you work more than one job, please provide the current wage for each job.	Please select one of the following options to report your wage: 1) <Hourly Wage> 2) <Weekly Wage> 3) <Every two weeks Wage> 4) <Annual Salary> 5) Not sure 6) Prefer not to say	IF Q2>1, then separate response lists provided for each job with Job # as header for each Default value for cents value placeholder has been set to '.00'
4. Employment Outcome: Job Evaluation and Satisfaction	13	IF Q1A = 1	How much do you agree or disagree with the following statement: There are many opportunities for career advancement for you in this job. By advancement, we mean earning more money, getting a promotion, obtaining a better job with benefits or more responsibilities.	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure 7) Prefer not to answer	IF Q2>1, add the following statement at the top: 'The following question refers to the job you work the most hours in a week.']



Survey Section	Item	Logic	Wording	Response	Comments
4. Employment Outcome: Job Evaluation and Satisfaction	14	IF Q1A = 1	In general, could you please tell me how satisfied are you with your job? Would you say that you are:	1) Very dissatisfied 2) Dissatisfied 3) Neither dissatisfied nor satisfied 4) Satisfied 5) Very satisfied 6) Not sure 7) Prefer not to answer	[NOTE: IF Q2>1, add the following statement at the top: 'The following question refers to the job you work the most hours in a week.']



One-Time Jobseeker Survey Part 2 Items (Applies to All Jobseekers in this Sample)

Survey Section	Item	Logic	Wording	Response	Comments
1. SkillsAdvance Ontario Evaluation	15	NA	The following statements refer to your experience with <Program Name> at <Workforce intermediary> approximately <Start Date Months> months ago Please answer with your level of agreement for each of the following statements:	NA	Q18A-18C will be presented on the same page IF <Program Name> = EMPTY THEN '<Program Name> at ' will be removed from question wording.
1. SkillsAdvance Ontario Evaluation	15A	NA	You would recommend it to someone looking for similar services.	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure 7) Prefer not to say	NA
1. SkillsAdvance Ontario Evaluation	15B	NA	It has helped you improve skills you can use to find a job.	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure 7) Prefer not to say	NA



Survey Section	Item	Logic	Wording	Response	Comments
1. SkillsAdvance Ontario Evaluation	15C	NA	It helped you improve skills you can use to keep a job.	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure 7) Prefer not to say	NA
1. SkillsAdvance Ontario Evaluation	16	NA	The following statements refer to your experience with <Program Name> at <Workforce intermediary> approximately <Start Date Months> months ago. Please answer with your level of agreement for each of the following statements:	NA	Q17A-17C will be presented on the same page IF <Program Name> = EMPTY THEN '<Program Name> at ' will be removed from question wording.
2. SkillsAdvance Ontario Benefits	16A	NA	Your employability skills (for example, searching for a job, writing a resume, interviewing) have improved.	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure 7) Prefer not to say	NA



Survey Section	Item	Logic	Wording	Response	Comments
2. SkillsAdvance Ontario Benefits	16B	NA	<p>Your general work skills needed for the job have improved. Some examples are:</p> <ul style="list-style-type: none"> • Basic math & working with numbers • Basic reading and writing • Communication at work • Team-work • Positive attitude • Work attendance and showing up on time • Time-management & completing work on time 	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure 7) Prefer not to say	NA
2. SkillsAdvance Ontario Benefits	16C	NA	<p>Your job-specific skills (that is, the technical skills needed for your job) have improved.</p>	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure 7) Prefer not to say	NA
3. SkillsAdvance Ontario Achievement Outcomes	17	NA	<p>The following statements refer to your experience with <Program Name> at <Workforce intermediary> approximately <Start Date Months> months ago.</p> <p>Please answer with your level of agreement for each of the following statements:</p>	NA	<p>Q18A-18B will be presented on the same page</p> <p>IF <Program Name> = EMPTY THEN '<Program Name> at ' will be removed from question wording.</p>



Survey Section	Item	Logic	Wording	Response	Comments
3. SkillsAdvance Ontario Achievement Outcomes	17A	NA	The training activities you participated in addressed your needs.	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure 7) Prefer not to say	NA
3. SkillsAdvance Ontario Achievement Outcomes	17B	NA	The training activities that you participated in helped you feel more confident about your next career steps.	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure 7) Prefer not to say	NA



Survey Section	Item	Logic	Wording	Response	Comments
3. SkillsAdvance Ontario Achievement Outcomes	18A	NA	<p>Did you receive a certificate, diploma or any other type of credential or official recognition for completing the course/training?</p> <p>For example, Food Handlers certificate, WHIMIS, First Aid, CPR, etc.</p>	1) Yes 2) No 3) Not sure 4) Prefer not to say	NA
3. SkillsAdvance Ontario Achievement Outcomes	18B	IF Q19A = 1	<p>What was the certificate, diploma or credential?</p>	(Select all that apply) 1) An industry-recognized credential Examples might include Forklift license, Level A Welding 2) Certificate of completion Examples are CPR, First Aid, WHIMIS, safety, H2S, Basic spreadsheets, Credential Smart Serve, Food Handlers certificate 3) Other (please specify): 4) Not sure 5) Prefer not to say	Can select 'Not Sure' and other options as well.



Survey Section	Item	Logic	Wording	Response	Comments
4. SkillsAdvance Ontario Program Strengths and Improvements	20A	IF <PlantItemName(En)> = <ul style="list-style-type: none"> • Supports for Individuals - Academic Assessment OR • Supports for Individuals – Clothing OR • Supports for Individuals - Translation of Academic Documents OR • Supports for Individuals – Transportation OR • Supports for Individuals - Special Equipment OR • Supports for Individuals - Workplace Accommodation Needs OR • Supports for Individuals – Other OR 	Our records indicate that you received the following training support services during your experience with <Program Name> at <Workforce intermediary> approximately <Start Date Months> months ago. <ul style="list-style-type: none"> • <Support Name> • <Support Name> • <Support Name> Please indicate the level of satisfaction with these supports in meeting your training needs.	1) Very Satisfied 2) Satisfied 3) Neither Satisfied nor dissatisfied 4) Dissatisfied 5) Very Dissatisfied 6) Not sure 7) Prefer not to say	<Plan Item Name (En)> codes: AN103 to AN112 AN503 to AN508 AN564 to AN574 AN743 to AN753 AN509 to AN513 AN662 to AN671 AN594 to AN597 AN810



Survey Section	Item	Logic	Wording	Response	Comments
4. SkillsAdvance Ontario Program Strengths and Improvements	20B	IF <SubGoalName> = 'Post-Employment Services' AND <PlantItemName> = <ul style="list-style-type: none"> • Career Management Assistance – Career Counselling OR • Career Management Assistance – Career Planning OR • Career Management Assistance – Other OR • Job Retention Support – Issues Resolution OR • Job Retention Support – Monitoring OR • Job Retention Support – Referrals to Wraparound Supports OR • Job Retention Support – Other OR • Re-Employment Service – Job Matching Within Sector OR • Re-Employment Services – Referral Outside Sector OR • Re-Employment Services – Other 	Our records indicate that you have used one or more post-placement employment service(s). These can be things like: <ul style="list-style-type: none"> • Receiving additional job support services, such as transportation to and from work • Help with keeping your present job or planning for a new career • Help finding good job opportunities What were the main reason(s) for your use of these/this service(s)?	(Select all that apply) 1. To help keep your job 2. To find job opportunities in your area of work 3. To find job opportunities outside your area of work 4. To get a promotion 5. To find other employment services 6. To find contacts with other people in your field 7. Other (specify): 8. Not sure 9. Prefer not to say	Can select 'Not Sure' and other options as well. Original code: IF <SubGoalName> = ON145 AND <PlantItemName> = AN774 to AN783



Survey Section	Item	Logic	Wording	Response	Comments
4. SkillsAdvance Ontario Program Strengths and Improvements	21	NA	The following statements refer to your experience with <Program Name> at <Workforce intermediary> approximately <Start Date Months> months ago.	NA	Q21A-21C will be presented on the same page IF <Program Name> = EMPTY THEN '<Program Name> at ' will be removed from question wording.
4. SkillsAdvance Ontario Program Strengths and Improvements	21A	NA	Please indicate what has worked well during your participation.	3) Open-ended response 4) Not sure 5) Prefer not to say	Monitor Q21A-21C responses during data collection period to assess if close-ended response categories or examples can be developed
4. SkillsAdvance Ontario Program Strengths and Improvements	21B	NA	What did not work well?	3) Open-ended response 4) Not sure 5) Prefer not to say	NA
4. SkillsAdvance Ontario Program Strengths and Improvements	21C	NA	Do you have any suggestions to improve <Program Name> at <Workforce intermediary> ?	3) Open-ended response 4) Not sure 5) Prefer not to say	IF <Program Name> = EMPTY THEN '<Program Name> at ' will be removed from question wording.



Survey Section	Item	Logic	Wording	Response	Comments
5. Survey Conclusion	22A	NA	Which of the following \$10 e-gift card options do you want to receive?	1) Tim Hortons 2) Esso 3) Amazon.ca 4) I do not want to receive a gift card 5) In order to receive the \$10 e-gift card by email, please enter and confirm your email address below. a) This is the best email to reach you at <Current Email> b) Enter Email Address: Confirm Email Address:	(IF Q22A<4) AND (IF Q22A = EMPTY) THEN Q22AB → Forced Interviewer Note: Only read response option 5 only after they have selected an e-gift card (options 1-3)
5. Survey Conclusion	22B	NA	On behalf of <i>SkillsAdvance Ontario</i> , we would like to thank you for your participation in this survey.	NA	NA



SAO Employer One-Time Survey Items

Survey Section	Item	Logic	Wording	Response	Comments
1. SAO Job Placement Employment Outcomes	1A	NA	<p>Our records show that you offered a job placement for <TotalClientsEmployed> jobseekers between [EARLIEST <PlacementStartDate> <i>month/year</i>> and <PRESENT <i>month/year</i>>].</p> <p>Approximately what percentage of the jobseekers are still employed with your company after their job placement ended?</p>	<p>1) About <Drop-down list of 10% bands from 0% to 100%></p> <p>2) Not sure</p>	Update N Placements and dates accordingly at 12 and 18 month follow-ups (every intake from start of program up until survey time period)
1. SAO Job Placement Employment Outcomes	1B	NA	<p>Since [EARLIEST <PlacementStartDate> <i>month/year</i>>], were there any <i>SkillsAdvance Ontario</i> jobseekers who worked a trial period for your company, but did not end up with a job placement afterwards?</p>	<p>1) Yes</p> <p>2) No</p> <p>3) Prefer not to say</p>	NEW: Old Q1B and Q1C have switched order with one another



Survey Section	Item	Logic	Wording	Response	Comments
1. SAO Job Placement Employment Outcomes	1C	IF Q1A < 100%	What were the main reasons for not retaining jobseeker(s) after the job placement?	(Select all that apply) 1) Ongoing absenteeism or punctuality 2) Poor overall job performance 3) Poor learning or skill development 4) Work behavior problems (e.g., poor attitude, poor teamwork, arguing with supervisor) 5) Operational needs of company changed (for example, budget constrains) 6) Other (Please specify): 7) Prefer not to say	NEW: Old Q1B and Q1C have switched order with one another NEW: Q1D has been removed
2. SkillsAdvance Ontario Program Satisfaction	2	IF Q1A > 0%	The following statements apply to your participation in <i>SkillsAdvance Ontario</i> since [EARLIEST <PlacementStartDate> month/year]. Please rate the following statements:	NA	NA



Survey Section	Item	Logic	Wording	Response	Comments
2. <i>SkillsAdvance Ontario</i> Program Satisfaction	2A	NA	Overall, how satisfied are you with the soft skill level of participants? Soft skills include managing personal attitudes, working in a team, and time management within the workplace.	1) Very dissatisfied 2) Dissatisfied 3) Neither satisfied nor dissatisfied 4) Satisfied 5) Very satisfied 6) Not sure	NA
2. <i>SkillsAdvance Ontario</i> Program Satisfaction	2B	NA	How satisfied overall are you with the foundational skill level (e.g., basic literacy and numeracy) of the participants?	1) Very dissatisfied 2) Dissatisfied 3) Neither satisfied nor dissatisfied 4) Satisfied 5) Very satisfied 6) Not sure	NA
2. <i>SkillsAdvance Ontario</i> Program Satisfaction	2C	NA	Overall, how satisfied are you with the technical skill level of the participants? Technical skills refer to specialized skills required to perform the duties of the job.	1) Very dissatisfied 2) Dissatisfied 3) Neither satisfied nor dissatisfied 4) Satisfied 5) Very satisfied 6) Not sure	NA
2. <i>SkillsAdvance Ontario</i> Program Satisfaction	2D	NA	Participating in the <i>SkillsAdvance Ontario</i> program helped us identify skills gaps in my company.	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure	NA



Survey Section	Item	Logic	Wording	Response	Comments
2. SkillsAdvance Ontario Program Satisfaction	2E	NA	My company's participation in <i>SkillsAdvance Ontario</i> resulted in tangible benefits for us (e.g., capable to take on more contracts due to staffing addition, productivity, sales increase)	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure	NA
2. SkillsAdvance Ontario Program Satisfaction	2F	NA	<i>The SkillsAdvance Ontario</i> participant(s) is/are job ready at the beginning of the placement.	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure	NA
3. SkillsAdvance Ontario Program Evaluation	3	NA	The following statements apply to your participation in <i>SkillsAdvance Ontario</i> since [EARLIEST <PlacementStartDate> month/year<]. Please rate the following statements:	NA	NA
3. SkillsAdvance Ontario Program Evaluation	3A	NA	I am pleased with the services I received from <i>SkillsAdvance Ontario</i> .	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure	NEW: Wording has been modified



Survey Section	Item	Logic	Wording	Response	Comments
3. SkillsAdvance Ontario Program Evaluation	3B	NA	The services I received from SkillsAdvance Ontario program were useful.	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure	NA
3. SkillsAdvance Ontario Program Evaluation	3C	NA	I would recommend SkillsAdvance Ontario to companies looking to fill in their skill gaps.	1) Strongly disagree 2) Disagree 3) Neither agree nor disagree 4) Agree 5) Strongly agree 6) Not sure	NEW: Wording has been modified
3. SkillsAdvance Ontario Program Evaluation	3D	NA	Did your company participate in the development of the employment and training services of SkillsAdvance Ontario (e.g., providing feedback on the curriculum/training development or update, on the training components, etc.)?	1) Yes 2) No 3) Not sure	NA



Survey Section	Item	Logic	Wording	Response	Comments
4. SkillsAdvance Ontario Challenges & Improvements	4	NA	<p>Have you experienced any challenges in collaborating with <Workforce intermediary> or <Program Name>?</p> <p>[NOTE: 'collaborating' can be clicked on to provide pop-out box with the following definition below]</p> <p>As part of such collaboration:</p> <ul style="list-style-type: none"> You might have worked closely with service provider to develop employment and training services that help jobseekers to gain right essential, technical, and employability skills needed by your organization OR You benefited from the access to the pool of workers with the right essential, technical, and employability skills that you could recruit and fill vacancies in your workplace. 	1) Yes 2) No 3) Not sure 4) Prefer not to say	NA



Survey Section	Item	Logic	Wording	Response	Comments
4. SkillsAdvance Ontario Challenges & Improvements	5	IF Q4 = 1	What were they?	Open-ended response	NA
4. SkillsAdvance Ontario Challenges & Improvements	6	NA	What improvements, if any, would you suggest to SkillsAdvance Ontario?	Open-ended response	NA
5. Survey Conclusion	7	NA	On behalf of SkillsAdvance Ontario, we would like to thank you for your participation in this survey.	NA	NA

