

MEMORANDUM TO: Donna Moroso
Director of Integrated Social Services
Manitoulin-Sudbury District Social Services Administration Board
4087A

FROM: Chantal Noel, Employment and Training Consultant
Dominique Morin, Employment and Training Consultant
Employment and Training Division – Timmins
Ministry of Training, Colleges and Universities

Re: Employment Services Site Compliance Visit Feedback Report
August 12th & 13th, 2015

On behalf of the Ministry of Training Colleges and Universities, we would like to thank you and your staff for meeting with us during our visit to your Employment Service site on August 12th & 13th, 2015. We appreciated your responsiveness in completing the site compliance process for your organization.

Congratulations on your improvements with your follow-up reporting requirements! We observed that clients are provided with the opportunity to explore careers and employment and training goals in your hub of Employment Services. Effective and seamless service coordination occurs between your Employment Services and your Ontario Works programs.

As part of the review, we randomly selected 5 closed ES participant files and 2 closed YEF participant files along with the corresponding employer files, as applicable. We also validated EOIS CaMS data against your paper files.

Based on the site compliance evaluation and file review, we have included our observations and recommendations below. We have also noted a timeline for each recommendation listed. You will be required to submit an **Action Plan** to the Ministry outlining each observation and recommendation found in the letter below. A follow-up support visit in October 2015 will be required to review your progress on your Action Plan to ensure that these observations have been and will be remedied.

As a best practice with staff, please review the Employment Services Guideline periodically.

OBSERVATION: HOURS OF OPERATION

TIMELINE: Immediately

Recommendation:

This issue is outstanding since 2010. Please refer to letters sent November 14, 2014 and March 25, 2015. The Ministry is not prepared to provide written consent to the Manitoulin-Sudbury District Services Board to close on the non-statutory holidays and for staff development days. The Ministry expects that the Manitoulin-Sudbury District Services Board will deliver services as per the contractual agreement. The Ministry acknowledges that you are currently in discussion with CUPE, however the Ministry expects you to be in compliance with your legal agreement.

OBSERVATION: CLIENT AND EMPLOYER SURVEYS**TIMELINE:** Immediately

Recommendation:

Customer Satisfaction (15%) is a measure of feedback from clients and employers about the service they have received. At exit from service, Service providers will ask the following question using the following scale to clients and employers participating in the Employment Service:

On a 1-5 scale, how likely are you to recommend the Employment Service to someone looking for similar services as those you received?

1 - Strongly not recommended

2 - Rather not recommend

3 - No general opinion

4 - Generally recommend

5 - Strongly recommend

Clients and employers who respond to the question with a 4 or 5 satisfaction rating only are considered to be satisfied. This survey question and scale (1 to 5) is mandatory and cannot be altered. This directly impacts Customer Service result in your Detailed Service Quality Report.

→ Evidence of the completed survey by the participant (client and/or employer) is required in your files.

OBSERVATION: DECISION MODEL**TIMELINE:** Immediately

Recommendation:

For a consistent approach to matching service needs with suitable interventions, you need a decision model that provides rationale for clients to access your services. *You must document in your decision model the details that justify the rationale for your service choices and decisions which support and inform the relevance of client participation.*

Your decision model should contain all five components of the ES program services (Client Service Planning and Coordination, Resource and Information, Job Search, Job Matching, Placement and Incentives and Job/Training Retention). It should also contain all other services available to clients.

We discussed the decision model in great lengths during the visit. Please use the information shared with you to develop your own model. We also discussed your current needs assessment. The needs assessment (combined with other tools and methods you might use) should be able to identify and decide if the Employment Service is appropriate, and whether assisted or unassisted Employment Service will most benefit the client. It was found that your assessment is not clear on what service will be provided based on the results of the assessment. We discussed ideas to improve this issue, such as a decision matrix.

Remember that this decision model is a key tool to support each client file as evidence for decisions made throughout the services rendered to your clients as required by the Ministry in the Service Provider Guidelines. The decision model is also essential to ensure that you do not provide the same services in the same sequence for all clients. It therefore offers proof that your service coordination and referral process is accountable and evidence-based.

It is important that you train your staff on the proper use and implementation of your decision model. It can also be used for other purposes, such as succession planning.

Please refer to section 2.3 through to 3.1 of the ES Guidelines. It provides possible Employment Service Responses Based on client characteristics.

OBSERVATION: EMPLOYMENT SERVICE PLANS**TIMELINE: Immediately**

Recommendation:

An effective Employment Service Plan will incorporate (as appropriate) concurrent or sequential access to the Employment Service assisted service components. Service Plans are not for clients who will receive unassisted Employment Service. When creating a Service Plan, you must demonstrate that you consider additional client information and characteristics to determine the type of service components that will have the greatest positive impact on your client and his/her goal. This can be demonstrated with the help of your Decision Model.

Furthermore, the Service Plans must show Service Coordination when required by the client (e.g., Literacy and Basic Skills, Training, community resources that support employability). The Service Plans must also show that they are monitored and evaluated as the client progresses and adjusted accordingly (supported by your Decision Model).

→ Your file must show evidence of the client's ownership. A signed Employment Service Plan must be included in your client files.

OBSERVATION: DOCUMENTATION REQUIREMENTS**TIMELINE: Immediately**

Recommendation:

As part of the file review, we randomly selected 5 closed ES participant files and 2 closed YEF participant files along with the corresponding employer files, as applicable. The Ministry acknowledges that only 1 out of 5 files were recently closed, which means that the file review was completed on 6 and 12 month old client files. The recent file that was reviewed did not demonstrate that the suggested improvements from the last visit were implemented. Moving forward, the recommendations below should be implemented consistently on all opened, approved, active and future client files. Some recommendations below will apply to your closed files.

It was noted that there were multiple discrepancies between the EOIS-CaMS information and what is noted in the file documentation, especially around suitability indicators. This may impact EOIS CaMS' data validity as well as your results in your Detailed Service Quality Report. During the visit, we suggested the implementation of a file review checklist or a buddy review system as a best practice to avoid discrepancies.

You may choose to implement some of these recommendations below by enhancing your case notes within your files. Remember that personal information must be managed to ensure the respect of privacy and adherence to all contractual requirements and applicable laws.

For all Assisted Services, the file must contain:

- Include a completed, signed and dated Employment Service Participant Registration form
 - A new form must be completed for each Service Plan. If the client is returning, a new form must be completed.
 - Client must sign twice on page 2 of the form
 - Consultants must validate on page 3: the client's birth certificate, driver's license, or other photographic identification has been reviewed as well as client income (when applicable). Please ensure that copies of personal information are *not* kept on file.
- Clearly document Client Service Planning and Coordination (CSPC) activities and case management support, with providers documenting the full range and rationale for services including, but not limited to, client assessments, Employment Service Plans, service referrals and evidence of progress and follow-up services
- If financial training supports are provided, client's file must contain:
 - the reason for the supports
 - validation of client's income
 - an authorized signature for support allowance
- Exit outcomes, survey results and follow-up information must be on file

For all clients receiving Job Search Services, the file must contain:

- A clear and achievable Employment Service Plan for employment, training, or education, describing how it relates to the local labour market, education or training opportunities in the community. (Please refer to the Service Plan section above for further recommendations.)
- Rationale to support program participation, including an assessment of the client's credibility in the labour market, along with suitability and employability information. (Please refer to the Decision Model section above for further recommendations.)
- Clear explanations of how service is expected to improve employability, suitability, and credibility in the labour market
- Rationale for workshop attendance and noted outcomes
- Evidence that service provider staff are monitoring and supporting the client's job search, and developing alternative strategies as necessary. Please refer to the Service Plan and Decision Model sections above for further recommendations.

For clients receiving Job Matching, Placement and Incentives services, the file must contain:

- Identified steps to achieve goals and commitments made by the individual and the service provider
- Evidence of the client's ownership of action/training plan to support their Employment Service Plan (for example, sign off, records of discussion)
- Consistent evidence of approval of support and disbursements (if applicable)
- Rationale for decision on how the placement will be tailored to the participant and employer's needs. (Please refer to the Decision Model section above for further recommendations.)
- Confirmation that there is a signed and dated training incentive agreement for each placement, and that the terms and conditions of the training agreement are met by the employer and participant.
 - A separate Training Incentive Placement Agreement must be signed for a placement without incentive.
- Evidence of follow-up; where the participant has not secured employment at the end of a placement, evidence that Employment Service staff have determined the need for further services as appropriate
- In cases of service termination, reasons to support termination, such as work-related absences as reported by the employer, or unacceptable behaviour, as well as documentation that the service provider assisted the participant to seek possible resolutions to problems prior to terminating service.

Employer records in Job Matching, Placement and Incentives services must contain:

- Documentation of at least one initial site visit per employer, prior to any placements, to confirm that the employer can provide a suitable and safe workplace environment

OBSERVATION: VISUAL IDENTITY

TIMELINE: Immediately

As per the Visual Identity and Communication Guidelines, (Pg. 4) you must place prominently, in public view, a Service Promise Poster. Only the French version was observed at your ES site. Please ensure you post the English Service Promise Poster.

→ Please send a picture of this completed observation via email to: Chantal.noel@ontario.ca

As noted above, you are required to submit an Action Plan to the Ministry outlining each observation and recommendation. A follow-up support visit in October 2015 will be required to review your progress on your Action Plan to ensure that these observations have been and will be remedied. **Please submit your Action Plan by Friday, September 11, 2015.** Please use these headings as a guide to inform your Action Plan:

Ministry Observation	Ministry Recommendation	Mitigation Strategy	Tools or Materials Required	Responsibility	Timeline for implementation	Anticipated Result
(Copy/Paste from the letter above)	(Copy/Paste from the letter above)	(Action Plan in detail, including activities and steps)		(Who is responsible for the strategy)	(Expected end date for implementation of the strategy)	(Expected outcome from the strategy)

If you have any questions or concerns please contact Chantal at 705.235.1951.

Sincerely,



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