



Ministry of Training, Colleges and Universities

REQUEST FOR QUALIFICATION

For

**Service System Managers
Employment Services Transformation**

Request for Qualification Tender Number: 11570

| | |
|--|---------------------------------------|
| Request for Qualification Issuing Date: | July 2, 2019 |
| Deadline for Issuing Questions: | 5:00 p.m. EST on July 9, 2019 |
| Deadline for Issuing Addenda: | 5:00 p.m. EST on July 16, 2019 |
| Request for Qualification Closing Date: | 5:00 p.m. EST on July 23, 2019 |

Translated RFQ is available on request

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PURPOSE OF EMPLOYMENT SERVICES TRANSFORMATION PROTOTYPES

The Government of Ontario is transforming employment services to make sure all individuals, including those in receipt of social assistance or those with a disability, can connect with opportunities to find and keep good jobs and that employers can hire the skilled workers they need to grow their businesses.

On February 12, 2019, as part of its mandate to make Ontario open for business, the government announced its overall approach to transforming employment services. The transformation will integrate employment programs for Ontario Works and the Ontario Disability Support Program into a transformed Employment Ontario to create one system. By modernizing the way Ontario delivers employment services, including for those on social assistance, the government will create one efficient, cost-effective system that is easy to use and focused on helping all job seekers, businesses and communities.

The vision of the employment services transformation is to build a locally responsive employment services system that more effectively meets the needs of a range of job seekers and employers in Ontario. As part of the employment services transformation, the Ministry of Training, Colleges and Universities (the ministry) will undertake a phased system transition that will reset current roles and responsibilities to enable a system built on accountability and outcomes. The ministry, as System Steward, will continue to manage the system, including setting priorities and establishing performance outcomes.

In this first phase of the transformation, the ministry will implement the new model of integrated employment services in three Catchment Areas. The purpose of this prototype phase is for the ministry and communities to learn from and improve upon, the new model of employment services.

A key part of the new system will be the establishment of Service System Managers (SSMs). SSMs will oversee the planning, design and delivery of employment services in a way that is integrated, people-focused and outcomes driven. Request for Qualification (RFQ) Applicants interested in taking on this role in the prototype phase should be prepared to work with the government to share information, learnings and best practices to continue to develop the model.

RFQ Applicants interested in submitting Applications to this RFQ should review this document carefully and consider if they can perform the required functions and whether they are capable of overseeing the employment system in identified Catchment Areas. This includes meeting the needs of employers and job seekers, including Indigenous people, people with disabilities, youth with higher support needs, newcomers, Francophones and other groups who have unique employment challenges.

The SSMs will be selected through a two-stage competitive selection process to determine the entity that is best positioned to manage the employment services system in a given Catchment Area. Participation in this prototype phase does not preclude an RFQ Applicant from competing during full implementation.

PART 1 – SELECTION DETAILS

1.1 COMPETITIVE SELECTION PROCESS:

1. The purpose of this RFQ is to determine if there are qualified RFQ Applicants interested in and capable of managing the delivery of employment services within each of the three Catchment Areas during the prototype phase of employment services transformation. Participation in the RFQ is open to any public, not-for-profit and private sector organization, as well as municipalities and municipal service delivery organizations. The ministry will also accept Applications from a Consortium as defined in Appendix 3.
2. While the first stage is open to all, only Applicants that qualify through this RFQ will be invited to participate in the second stage of the selection process. In the second stage, the province may issue a Call for Proposal (CFP) or other selection process inviting qualified entities to submit proposals for the management and delivery of employment services.
3. RFQ Applications must be received through the Ontario Tenders Portal eTendering System by July 23, 2019, 5:00 p.m. EST.
4. A Consortium as defined in Appendix 3 may also put forward an Application in response to this RFQ.

1.2 SELECTION PROCESS SCHEDULE:

| ACTIVITY | DATE |
|-----------------------------------|------------------------------|
| RFQ Schedule | |
| Issue date of RFQ | July 2, 2019 |
| Deadline for submitting questions | July 9, 2019, 5:00 p.m. EST |
| Deadline for issuing Addenda | July 16, 2019, 5:00 p.m. EST |
| RFQ closing date | July 23, 2019, 5:00 pm EST |
| RFQ evaluation period | July 23 to August 16, 2019 |
| CFP Schedule | |
| Issue date of CFP | August 2019 |
| Data Information Session | <i>To Be Determined</i> |
| CFP closing date | October 2019 |
| Transition phase | Fall 2019 to fall 2020 |

The proposed selection process schedule is subject to change. Dates pertaining to the RFQ may be changed by the ministry at its sole discretion at any time prior to the RFQ closing date. Dates pertaining to the CFP may be changed by the ministry at its sole discretion at any time prior to the CFP closing date.

1.3 OVERVIEW OF ONTARIO'S CURRENT EMPLOYMENT SERVICES SYSTEM

Ontarians access government-funded employment services through different systems, with provincial responsibilities resting in two different ministries. Three employment services systems operate concurrently in Ontario:

1. Employment Ontario (EO)
2. Ontario Works, which offers Ontario Works Employment Assistance
3. Ontario Disability Support Program, which offers Ontario Disability Support Program Employment Supports (ODSP ES) as a component

Having three fragmented employment systems has created challenges to ensuring seamless access to services for job seekers and employers.

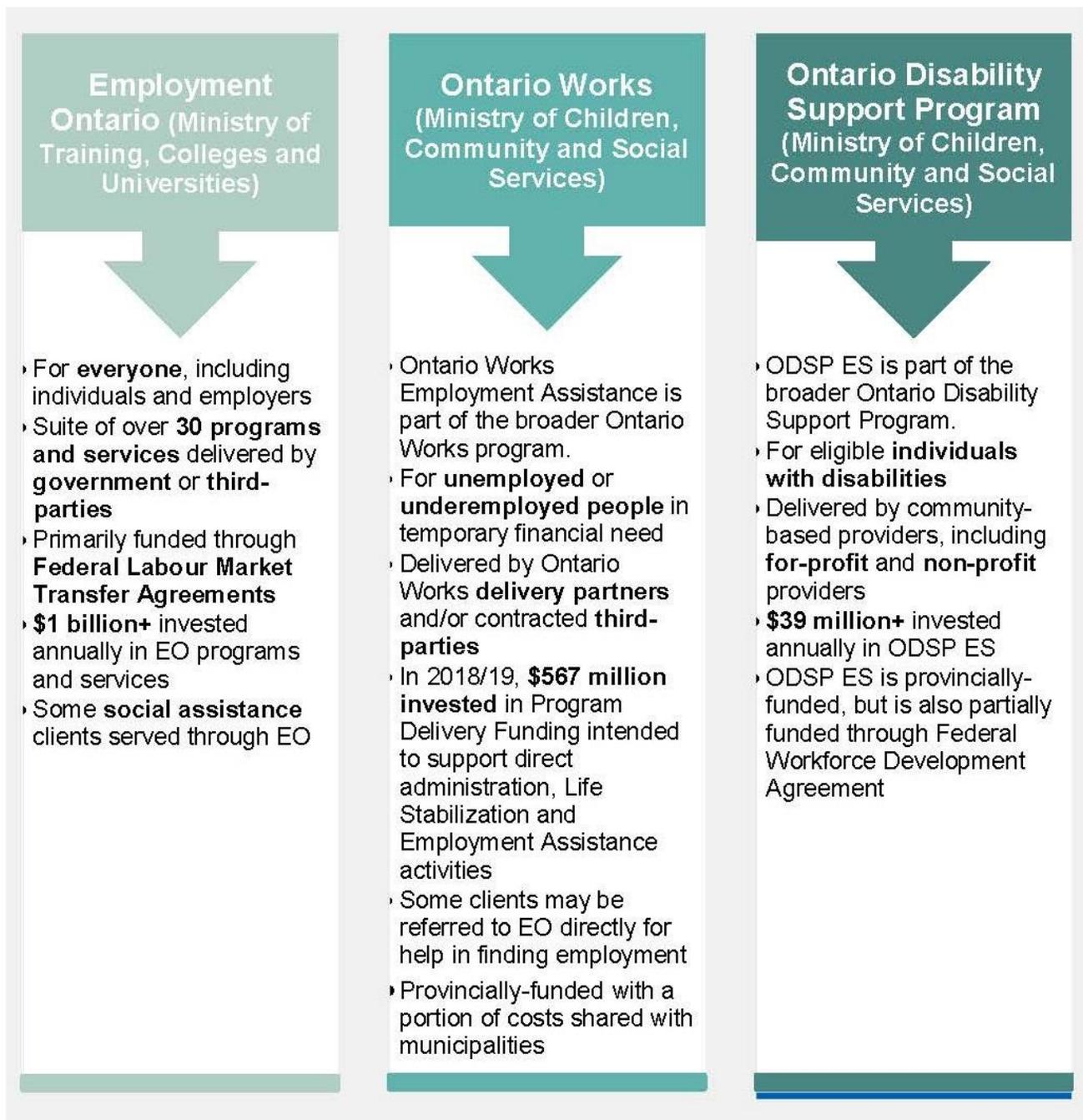


Figure 1: Three employment services systems in Ontario

1.3.1 Ministry of Training, Colleges and Universities

The Ministry of Training, Colleges and Universities is responsible for Employment Ontario, the Province's comprehensive suite of over 30 programs and services. Employment Ontario is designed to assist everyone, from employed workers seeking skills upgrades to unemployed individuals in need of basic literacy training. The suite also helps employers and businesses looking to develop their workforce to support their current and prospective employees.

The ministry invests approximately \$1 billion annually in Employment Ontario's employment and training, apprenticeship, labour market and adult education programs and services. These programs and services are either delivered directly by the government or through third-party organizations. Employment Ontario helps approximately one million clients annually, including over 62,000 employers across Ontario.

Employment Ontario Service Delivery

Employment Ontario programs and services are delivered through a network of employment service providers, literacy service providers, ministry local field offices and apprenticeship training delivery agents. Service delivery networks within Employment Ontario consist of 169 service providers at over 300 Employment Service sites, over 200 literacy and basic skills providers at over 280 delivery sites and 65 apprenticeship training delivery agents¹.

The ministry divides management of its Employment Ontario programs into four regions (central, western, eastern and northern). Each region contains a network of ministry local offices that are responsible for a range of management activities and work with local partners.

1.3.2 Ministry of Children, Community and Social Services

In Ontario, social assistance is provided by the Ministry of Children, Community and Social Services under two programs – Ontario Works and the Ontario Disability Support Program. In 2018-19, the province provided social assistance to approximately 646,000 individuals, as well as their qualifying family members, for a total of 1 million people. Of this total, approximately 54% received assistance through the Ontario Disability Support Program and 46% received assistance through Ontario Works, meaning:

- About 225,000 people, on average each month, participated in Ontario Works Employment Assistance at various levels of intensity.
- About 25,800 people with disabilities participated annually in Ontario Disability Support Program employment supports at various levels of intensity.

Employment-related services and supports in social assistance are in scope for integration into the transformed employment services system to be managed by the SSM. However, Employment Assistance delivered by First Nations delivery partners is not in scope for the prototype phase.

¹ The description for Employment Ontario is meant to show the scope and scale of the current system. Some elements of Employment Ontario's programs and services are out of scope for the transformation of employment services. For example, apprenticeship training and delivery is out of scope.

Ontario Works

Ontario Works provides income and employment benefits and supports to eligible people in financial need. Supports include:

- Income Assistance – basic needs, shelter and other allowances to those who qualify.
- Health and non-health related benefits.
- Employment Assistance.
- Emergency Assistance for people in crisis situations.

Ontario Works recipients are required to participate in Employment Assistance activities as a condition of eligibility for assistance. Employment Assistance activities include: job search support, community participation activities, job placement and retention services, supports for self-employment development, employment readiness activities including addictions treatment, and referrals to basic education.

Ontario Works is delivered by 37 Consolidated Municipal Service Managers (CMSMs), 10 District Social Services Administration Boards (DSSAB) and 102 First Nations delivery partners². Employment Assistance activities are offered by Ontario Works delivery partners or by third-party providers.

Ontario Disability Support Program

The Ontario Disability Support Program provides income and employment supports to individuals with disabilities and their families to live as independently as possible in their community.

Although employment participation is voluntary for the individual with a disability receiving Ontario Disability Support Program supports, non-disabled adult family members (a spouse or an adult child) are required to pursue employment or participate in employment services as a condition of eligibility. This is unless there are circumstances which support deferring or waiving those requirements (for example, a primary caregiver for a person with a disability). Non-disabled adult family members are currently referred to Ontario Works Employment Assistance for services.

Ontario Disability Support Program income support is delivered by the Ministry of Children, Community and Social Services at 47 local Ontario Disability Support Program offices across the province. Ontario Disability Support Program caseworkers are responsible for the administration of income support. This includes health and employment benefits, as well as supporting individuals with referrals to services in the community based on their needs.

Ontario Disability Support Program employment supports are delivered by a network of approximately 150 community-based providers. Service agreements are managed by the Ministry of Children, Community and Social Services' nine regional program offices. Ontario Disability Support Program employment supports service providers include a range of

² Employment service delivery within First Nations is not in scope for the prototype phase.

organizations, including for-profit and non-profit, large and small, urban and rural, specialized disability providers and providers that serve all job seekers³.

1.3.3 Goals of the Transformation of Employment Services

The primary goals of the employment services system transformation are to:

- Achieve better outcomes for all job seekers and employers.
- Reduce fragmentation and duplication between provincial employment systems to improve client service.
- Increase accountability.

The long-term outcome will be to increase employment and build a more highly skilled labour force within Ontario.

PART 2 – THE DELIVERABLES

The following section describes the services and functions of the ministry and the SSM under the new employment services system.

2.1 EMPLOYMENT SERVICES TRANSFORMATION: REDEFINED ROLES

2.1.1 Ministry of Training, Colleges and Universities Roles and Responsibilities

The Ministry of Training, Colleges and Universities (the ministry) will continue to deliver some programs that relate to training and community responsiveness, and will act as System Steward, setting priorities and a framework for quality service standards⁴. The ministry will also be responsible for ensuring compliance with federal labour market agreements. In addition, the ministry's roles and responsibilities will include:

- a) Monitoring and Administration.
- b) Provincial Labour Market Coordination.
- c) Program and Services.

a) Monitoring and Administration:

- Establishing ministry mandated service provision standards, guidelines and requirements, including risk-based audits, setting requirements for SSMs' direct delivery and third-party service provision, and management of third-party service provider network.
- Designing conflict resolution and issues management frameworks and procedures,

³ For more information on the Ministry of Training, Colleges and Universities' and the Ministry of Children, Community and Social Services' employment services, please see Appendix 4 (other relevant materials, including the Market Sounding document, is available on the Employment Ontario Partners' Gateway).

⁴ In addition, the ministry may continue to hold agreements with service providers for EO programs that are not under the scope of authority for the Service System Managers.

including the protocol for Service System Manager to alert ministry on contentious issues.

- Reporting publicly to promote accountability and contestability.
- Ensuring compliance with provincial legislative and regulatory requirements.
- Allocating funding and payments, including a Performance Based Funding framework.
- Monitoring and enforcing provincial service quality.
- Participating in SSM-ministry committees to collaboratively manage risk and discuss service planning and performance management.
- Providing policy direction and strategic priorities to SSMs and the service provider network.
- Managing the performance of SSMs through transfer payment agreements.
- Ensuring the service delivery plans submitted by SSMs are optimized to meet the needs of clients in the Catchment Area, including services for clients with unique or higher support needs.
- Establishing standards that will enable SSMs to integrate their digital solutions into broader government digital platforms in the future.

b) Provincial Labour Market Coordination, including:

- Planning strategic labour force initiatives for the province.
- Collecting and disseminating labour market information.
- Supporting broader government priorities and coordination across ministries.
- Planning provincial strategic employer, sector or industry engagement to inform provincial employment and training priorities.

c) Program and Services⁵, including:

- Delivering sector-based initiatives and programs, including Bridge Training, SkillsAdvance Ontario and sector planning / partnerships.
- Rapid response to address labour market and workforce crises, including mass layoffs.
- Administering grant-based training programs, such as Second Career and Canada-Ontario Job Grant and other Intermediate and Long-Term Training Programs, such as apprenticeship programs.
- Administering literacy and basic skills.
- Developing and requiring use of the Common Assessment tool to support the Service Targeting approach and Integrated Case Management system (see Appendix 3 for

⁵ The prototype phase will provide important learning opportunities for all partners involved. The ministry may modify the mix of programs and functions following the prototype phase.

definitions).

2.1.2 Ministry of Children, Community and Social Services Roles and Responsibilities

The Ministry of Children, Community and Social Services will be responsible for assessing when a client is ready to be referred to an SSM for employment and training services. This would include ensuring that any necessary Life Stabilization supports are in place before the referral.

Ministry of Children, Community and Social Services will work closely with the ministry to ensure that the Ontario Works and Ontario Disability Support Program employment services integrates smoothly with the Employment Ontario system to ensure appropriate client referrals, Integrated Case Management and ongoing service coordination. The referral would be supported by the completion of the Common Assessment tool.

In the new employment services delivery model, Ontario Works and Ontario Disability Support Program caseworkers will be responsible for:

- Delivering (through referral or direct delivery) the elements of Life Stabilization that are required for a person to pursue employment activities.
- Completing a Common Assessment⁶ with the client to determine their suitability to participate in employment and training services. This will help determine the appropriateness and timing of a referral to Employment Ontario.

The Common Assessment result may identify Life Stabilization issues that need to be addressed prior to referral, or it may indicate that the client is ready to pursue employment activities and that Life Stabilization needs (if any) can be met concurrently with employment service provision.

For recipients that are initially determined not to be ready for employment and training services, the social assistance caseworker would be responsible for monitoring their progress and re-administering the Common Assessment as needed. Subsequent referrals to the Employment Ontario SSM would be supported by Common Assessment results that indicate readiness to participate in employment activities.

2.1.3 Service System Manager Roles and Responsibilities

The SSM will be responsible for the planning, design and delivery of in-scope employment services in a defined Catchment Area. SSMs will be accountable for client employment outcomes and will be compensated through a Performance Based Funding framework.

Planning – SSMs will gather, analyze and interpret information to create and deliver an integrated system that achieves outcomes and addresses the local needs of employers and job seekers in the short and long term.

Planning activities include:

- Engaging planning partners such as municipalities, local boards, Local Employment Planning Councils, Colleges of Applied Arts and Technology, Ontario Disability Support

⁶ For more information about Common Assessment, see Appendix 3 for definitions.

Program delivery agents and Ontario Works delivery partners to assess / understand the workforce needs and available resources of the community (for example, health and human services, social assistance, and so on).

- Identifying and liaising with other health and social services (for example, mental health services) in the community.
- Identifying and liaising with Indigenous organizations in the community.
- Engaging with Francophones and people with disabilities to ensure the system is responsive to the needs of these communities.
- Fiscal planning to ensure current and future sustainability of the system (for example, service demand forecasting and financial performance).
- Applying local intelligence and labour market information, including [Ontario's Labour Market Information website](#), data from Statistics Canada, industry reports and qualitative local intelligence, to service and system planning.
- Developing a three-year business strategy and annual operational plans for services.

Design – Based on planning activities, SSMs will match services and programs to local job seeker and employer needs to help them achieve strong outcomes.

Design activities include:

- Designing or customizing employment programs and services to meet the labour market needs of employers and the community's economic development goals.
- Mapping pathways to employment according to each job seeker's needs, guided by Common Assessment and client segmentation. Client segmentation will involve streaming clients into defined categories based on their needs and the intensity of service indicated by the ministry.
- Linking clients to appropriate employment supports including referrals to apprenticeship, training programs and literacy and basic skills.
- Coordinating employment programs and services with existing human services, such as social assistance, healthcare, housing and childcare.
- Reviewing and revising programs and services to continuously improve performance and achieve outcomes.
- Ensuring compliance with relevant provincial legislation including the *French Language Services Act* and the *Accessibility for Ontarians with Disabilities Act*.
- Sharing best practices and the innovative design of successful employment services with other SSMs and community partners. SSMs will also provide general guidance on the system rollout to support improved outcomes across the province.

Delivery⁷– SSMs are responsible for implementing their business strategy and annual operational plan, including the direct delivery of programs and services and the management of a third-party service provider delivery network. This includes:

- The delivery of services for clients with unique needs, including Indigenous people, people with disabilities, youth with higher support needs, newcomers, Francophones and other groups who have unique employment challenges.
- The use of the ministry’s Common Assessment tool and approach to Service Targeting, as well as coordination with the social assistance system.

Delivery activities include:

- Delivering in-person services at dedicated physical locations as well as online and by telephone.
- Providing, directly or through third-party service providers, services and functions to achieve predefined outcomes for job seekers and employers, including:
 - Client assessment, Case Management and service planning, such as:
 - Client assessment and referrals.
 - Client service planning and coordination.
 - Case Management.
 - Employability supports.
 - Short-Term Skills Training to improve clients’ prospects⁸.
 - Specialized Services for clients with unique needs, including people with disabilities, youth with higher support needs, newcomers, Francophones, Indigenous people.
 - Job search and placement services for clients and employers, including:
 - Research and information.
 - Job search support.
 - Job Matching and Development.
 - Job Coaching and Job Retention support.
 - Employer Engagement.
 - Employment-Related Financial Supports for Job Seekers and Employers.

⁷First Nations communities are not in scope for service provision during the prototype phase while the ministry engages First Nations communities. However, Indigenous and First Nations partners may wish to participate in the competitive process if interested in becoming Service System Managers and/or delivering services for the defined Catchment Areas of the prototype communities.

⁸ Provincial training programs such as Second Career and Canada-Ontario Job Grant and other sector-based / targeted training programs such as SkillsAdvance Ontario and Bridge Training will remain the ministry’s responsibility.

- Providing, directly or through third-party service providers, Integrated Case Management and service coordination with social assistance, including:
 - Coordinated client assessments that identify employment and Life Stabilization needs.
 - Referrals into employment services for social assistance recipients who are ready to participate in employment activities.
 - Coordinated Case Management plans for mutual clients across the employment and social assistance systems that integrate both employment and Life Stabilization activities.
- Coordinating with health and human services partners to support Life Stabilization of non-social assistance clients.
- Utilizing [Job Bank](#) as a tool to match employers and job seekers.

Delivery Partnership with Local Service Providers

- As part of the vision for local, contestable, community-based service provision, SSMs will be responsible for developing and overseeing a diverse local network of Service Providers to achieve outcomes for a wide range of clients.
 - This includes Specialized Services for People with Disabilities and other groups who have unique employment service needs.
- The ministry values local delivery and partners in service delivery. If invited to participate in the CFP process, organizations will be required to submit an action plan for partnering with local Service Providers, particularly for Specialized Services, to meet the needs of clients in their Catchment Area. The plan will describe the Service System Manager's proposed approach to establishing the third-party service provider network. This will include assessing Service Provider performance, financial situation, foot print, fit within overall operations and more, all within the context of developing and maintaining local service provider contestability and meeting local labour market conditions and community needs.

Governance, Accountability and Oversight

Service System Managers will be responsible for:

1. Managing the service system to achieve predefined positive outcomes in their Catchment Area.
2. Creating arrangements for funding, oversight and performance management of the local service provider delivery network.
3. Managing the funding allocations for their Catchment Area to administer and deliver cost-effective services.

Governance, accountability and oversight activities, including:

- Regularly collecting and monitoring data, including analyzing and reporting to the ministry on key performance indicators (KPIs) and trends, with the goal of improving client outcomes and service delivery system performance.

- Complying with information technology infrastructure, privacy, security standards and data governance to enable data sharing and facilitate reporting requirements related to outcomes and performance.
- Complying with government-mandated service and quality standards, including the *French Language Services Act* (O. Reg. 284/11) and Accessibility in its own operations and those of its Delivery Partners.
- Financial reporting, such as forecasts, statements of revenue and expenditures as well as audited financial statements.
- Annual business planning to provide forecasts on demand for services, including Specialized Services.
- Collecting, maintaining and sharing information with the Ministry of Children, Community and Social Services and its delivery partners (CMSMs and DSSABs).
- Participating in SSM-Ministry of Training, Colleges and Universities committees to examine issues management, planning, collaborative governance approaches and performance management issues.
- Implementing issue resolution procedures between Service Providers and SSMs, and Service Providers and clients, where differences in opinion with local service Delivery Partners on the appropriate service path for a client may occur.
- Using an Integrated Case Management approach that involves ongoing information sharing and coordination with social assistance caseworkers for employment and Life Stabilization supports, as well as a shared accountability for the overall success of social assistance clients.
- Developing quality monitoring and enforcement mechanisms and records, in compliance with ministry auditing requirements.
- Complying with the ministry's standards to integrate digital solutions into broader government digital platforms in the future.

Transition Period

During the Transition Period, SSMs will be responsible for setting up operations for the implementation of their annual operational plan and taking over the management of the Service Provider transfer payment agreements.

Transition Period activities include:

- Developing a detailed service plan for the Catchment Area and submitting it to the ministry for approval.
- Establishing operations (for example, staffing and service delivery locations).
- Assessing the current EO service provider network and footprint, the ODSP ES program network and footprint based on performance and capacity to deliver according to the SSM's three-year strategy. This includes considering capacity to effectively serve people with different disabilities and ensuring services and / or physical locations are Accessible.

- Incremental shift towards delivery of employment services to social assistance recipients:
 - For Ontario Works, the sequencing and approach for this transition may vary among CMSMs and DSSABs, according to differences in existing delivery approaches.
- Assessing new clients to identify the level of service required and match them to an appropriate Service Provider.
- Minimizing disruption of services to existing clients.
- Moving from transition activities to full operations during prototype phase, including the seamless transition of client records.

Technology Requirements

The transformation of employment services provides an opportunity for the ministry and SSMs to utilize technology in new and innovative ways to better and more efficiently address client needs.

The ministry will provide a set of technologies to support the delivery of a seamless client experience, target resources to clients who could most benefit from more intensive services, track and monitor system performance, milestones and outcomes and ensure coordination between employment services and other human / social services. SSMs and Service Providers will be required to use these technologies:

- Common Assessment tool – Used by SSMs and Service Providers to assess the needs of a client and determine the general types and intensity of services required. Common Assessment will be based on the following key categories of ministry prescribed client data:
 - Administrative and personal information.
 - Education and skills.
 - Life Stabilization.
 - Household characteristics.
 - Location.
 - Work status and history.
 - Job seeking history.
 - Readiness for work.
- Integrated Case Management System – Used by SSMs and Service Providers to track and report on the services being offered to individual social assistance clients and the outcomes of those services. Includes the integration of key details from social assistance systems that are relevant to employment planning. Using an integrated view of client profiles and referral tracking, caseworkers will be able to effectively support and manage client activity.

During the prototype phase, it is envisioned that SSMs will be responsible for obtaining and implementing an Accessible and user-focused online service delivery channel that will be available to employment services clients. The ministry will use the prototype phase to assess the functionality and usefulness of the online service delivery channels and may later decide to deploy one or more of these solutions across the province.

Client Segmentation

The streams identified by the ministry will help ensure that all clients, including those with unique or higher needs, receive the supports they need to move into employment. More details about the client streams will be included in the CFP.

Employment Service Providers and social assistance caseworkers will employ a Common Assessment tool to identify client strengths, barriers to employment and Life Stabilization needs. This assessment will take place at an early point in the intake process and will support effective and consistent referrals into EO.

Accessibility for Ontarians with Disabilities Act

The province requires that the [Accessibility for Ontarians with Disabilities Act](#) (“AODA”) and broader Accessibility considerations are factored into the new system. This includes the capacity to effectively serve people with different disabilities and ensure services and physical locations are Accessible.

French Language Services Act

The [French Language Services Act](#) guarantees an individual's right to communicate in French with, and to receive available services in French from, any head or central office of a government agency or institution of the Legislature and has the same right in respect of any other office of such agency or institution that is located in or serves an area designated. There are currently 26 designated areas and this number can increase. It is required that SSMs will deliver employment services in French in accordance with the provisions of the *French Language Services Act*.

2.2 CATCHMENT AREAS

Three Catchment Areas in scope for the prototype phase are:

1. Hamilton-Niagara Peninsula.
2. Muskoka-Kawarthas.
3. Peel.

A map and description of the Catchment Areas for the prototype phase can be found in Appendix 2.

The ministry reserves the right to change the size and scale of the Catchment Areas during the full implementation phase.

2.2.1 Data to Support Application

EO and Social Assistance data and accompanying documentation can be found on the

Employment Ontario Geo Hub:

- [Employment Ontario data.](#)
- [Social Assistance data.](#)

To support Applications, the Ministry of Training, Colleges and Universities and Ministry of Children, Community and Social Services are available to answer questions about the datasets Accessible through the Employment Ontario Geo Hub. Applicants may ask questions through the Ontario Tenders Portal eTendering System online messaging function on or before the deadline for questions.

Applicants that qualify through the RFQ may be provided an opportunity to analyze additional datasets to support the CFP Applications.

2.2.2 Funding and Transfer Payment Agreement

2.2.2.1 Funding Model

The funding model will include the following core components during the prototype phase:

1. Fixed cost funding.
2. Incentives and supports for employers and clients.
3. Performance Based Funding.

During the transition phase of the prototype (as per Section 1.2 in the Selection Process Schedule section of this RFQ), the ministry would provide SSMs with ramp-up funding for a period expected to last nine months prior to the Performance Based Funding coming into effect. This is being implemented in order to provide a period of stability for the current network and allow the SSM to build their capacity, establish their operations and oversee the transferred network.

To facilitate the competitive process, the ministry will be releasing the planned annual budget allocations and estimated annual client volumes for the prototype Catchment Areas, though this information will be subject to variation based on the Performance Based Funding model and commercial structure to be articulated in the CFP. Detailed information related to client segmentation, Performance Based Funding and commercial structure will be provided to those RFQ Applicants qualified to respond to the CFP.

| Catchment Area | Planned Annual Budget Allocation (\$M) ¹ | Estimated Annual Client Volumes ¹ |
|----------------------------|---|--|
| Hamilton-Niagara Peninsula | 64.9 | 23,900 |
| Muskoka-Kawarthas | 20.8 | 7,800 |
| Peel | 46.1 | 19,300 |

¹At implementation of the funding model, post-transition phase. Planned annual budget allocation and estimated annual client volumes are forecasted based on client segmentation in

the three Catchment Areas.

2.2.2.2 Transfer Payment Agreement

During the prototype phase and following the CFP process, the three selected SSMs will be required to enter into a transfer payment agreement with the ministry for a term of three years. The ministry will have an option to extend the agreement for two further periods of one year, for a maximum agreement length of five years.

PART 3 - EVALUATION PROCESS

The evaluation criteria correspond to the requirements and questions as outlined in the RFQ and will be used by the ministry to assess the RFQ Applicant's qualifications to serve as an SSM.

3.1 SELECTION PROCESS

This selection process (RFQ and CFP) is only for the prototype phase. Following the prototype phase, there may be a subsequent selection process for full implementation. Participation in the prototype phase will not limit the ability of an RFQ Applicant to compete during full implementation. SSMs performance during the prototype phase may be taken into consideration as part of the competitive process during full implementation, as may the service experience of other Applicants.

RFQ Applicants will be evaluated according to the criteria as outlined in the evaluation criteria (see Appendix 1). RFQ Applicants must achieve the required minimum score in each section as well as an overall minimum score of 65/100 points in the rated criteria questions to qualify for the CFP phase of the selection process⁹.

The following is an overview of the categories and weighting for the evaluation:

| Category | Minimum Score per section | Section Weighting |
|------------|---------------------------|-------------------|
| Planning | 50 % | 20 points |
| Design | 50 % | 20 points |
| Delivery | 50 % | 33 points |
| Governance | 65 % | 27 points |

Note: To qualify for the CFP stage, RFQ Applicants are required to score above the minimum

⁹ Note: The ministry reserves the right to lower the minimum threshold score for rated criteria to ensure a sufficient number of RFQ Applicants are retained to meet requirements for the CFP stage.

for each section.

3.2 Application Requirements and Restrictions

Applications to this RFQ must be submitted using the fillable fields on the [Ontario Tenders Portal](#) under reference TENDER # 11570.

Interested RFQ Applicants must respond to all questions referenced in Appendix 1.

Applications must identify the legal status of the organization (see the Appendix 3 for definitions, including definitions of Delivery Partner or Consortium).

Applications must not include any hyperlinks or additional attachments unless requested by the ministry as part of the response form (i.e., financial statements). Additional attachments will not be assessed and scored.

3.3 Catchment Limitations

For the prototypes, Applicants are able to qualify for all three Catchment Areas through the RFQ; however, it is the ministry's intention to only award one Catchment Area to any successful Applicant. In the response form, RFQ Applicants wishing to apply for more than one area will be required to rank the Catchment Areas in order of preference. Note that there will be an opportunity to adjust ranking preferences during the CFP process.

3.4 Mandatory Criteria

RFQ Applicants must submit audited financial statements for their most recent fiscal year ending, including the accompanying notes. Failure to submit audited financial statements will result in disqualification.

RFQ Applicants must also submit a signed declaration of financial capacity from their Chief Financial Officer indicating that their organization is in good financial health.

PART 4 – TERMS AND CONDITIONS

RFQ Applicants to Follow Instructions

RFQ Applicants should structure their Applications in accordance with the required functions and instructions in this RFQ.

Please note: Any Applications (or sections of an Application) not submitted through the Ontario Tenders Portal eTendering System (OTP) messaging function will not be accepted.

The Ministry's Information in the RFQ is Only an Estimate

The ministry and its advisors make no representation, warranty or guarantee, as to the accuracy of the information contained in this RFQ, issued by way of Addenda or contained in a modification to the RFQ. Any quantities shown or data contained in RFQ or provided by way of a modification or Addenda are estimates only and are for the sole purpose of indicating to RFQ Applicants the general scope of the work.

It is the RFQ Applicant's responsibility to avail itself of all information necessary to prepare an Application in response to this RFQ.

RFQ Applicants Shall Bear Their Own Costs

The RFQ Applicant shall bear all costs associated with or incurred in the preparation and presentation of its Application including, but not limited to, if applicable, costs incurred for interviews or demonstrations.

RFQ Terms

All rights and obligations that apply to this selection process are found only in the RFQ. For greater clarity, RFQ Applicants may review other documents posted on the ministry's website, however all Applications submitted through OTP will be evaluated against the terms established in this RFQ.

Accessibility Obligations

RFQ Applicants are responsible for complying with requirements under the Ontario Human Rights Code, the *Ontarians with Disabilities Act* and *Accessibility for Ontarians with Disabilities Act* and its regulations. In circumstances where Applicants are providing a service to the public, they may need to follow ministry direction to ensure compliance with the AODA and its regulations (such as the Integrated Accessibility Standards Regulation). The Applicant is responsible for applying Integrated Accessibility Standards Regulation and effective dates and timelines as they pertain to the Government of Ontario, as directed by the ministry.

Post-Deadline Addenda and Extension of RFQ Closing Date and Time

The ministry may, at its discretion, issue Addenda after the deadline for issuing Addenda and may also then extend the RFQ closing date and time for a reasonable amount of time.

Ministry May Verify Information or Seek Clarification and Incorporate into Application

The ministry reserves the right, but is not obliged, to verify or seek clarification and supplementary information relating to the verification or clarification from Applicants after the RFQ closing date and time. This includes those related to an ambiguity in a response or in any statement made subsequently during the evaluation process. The Application received by the ministry from an RFQ Applicant shall, if accepted by the ministry, form an integral part of that Application. However, RFQ Applicants are cautioned that any verifications or clarifications sought will not be an opportunity either to correct errors or change their Application in any substantive manner.

Verifications or clarifications under this subsection may be made by whatever means the ministry deems appropriate and may include contacting:

- a) Any person identified in the Application, or
- b) Persons or entities other than those identified by any RFQ Applicant.

By submitting an Application, RFQ Applicants are deemed to consent to the ministry's verification or clarification rights.

In the event that the ministry receives information at any stage of the evaluation process, which results in earlier information provided by the RFQ Applicant being deemed by the ministry to be inaccurate or misleading, the ministry reserves the right to disqualify the Applicant from the selection process.

APPLICATION PROCESS REQUIREMENTS

Applications must be submitted on time and through the OTP

Applications must be submitted by the RFQ closing date and time through the OTP. The OTP will not allow an RFQ Applicant to submit a response after the RFQ closing date and time. Any Application submitted in any other manner will be disqualified and returned to the Applicant, if applicable. For the purpose of calculating time, the OTP electronic time-stamp on the Application shall govern.

RFQ Applicants to Review RFQ

RFQ Applicants shall promptly examine all of the documents comprising this RFQ and:

- a) May direct questions or seek additional information, through the OTP messaging function on or before the deadline for questions to the RFQ. The time stamp on questions submitted by any RFQ Applicant through the OTP messaging function shall be used to determine if the question was received on or before the deadline for questions. All communication will be only through the appropriate channel in the OTP.
- b) It is the responsibility of the RFQ Applicant to seek clarification through the appropriate channel in the OTP on any matter it considers to be unclear. The ministry shall not be responsible for any misunderstanding on the part of the RFQ Applicant concerning this RFQ or its process.

All questions submitted by the RFQ Applicants through the appropriate channel in the OTP will be answered by means of ministry Addenda which will be made available all RFQ Applicants.

No Incorporation by Reference by RFQ Applicant

The entire content of an Application should be submitted in a fixed form through the OTP. The content of web sites or other external documents referred to in the response will not be considered to form part of its Application unless specifically requested by the ministry in this RFQ.

Amending or Withdrawing Applications

At any time prior to the RFQ closing date and time, an RFQ Applicant may amend a submitted Application. The right of the RFQ Applicant to amend includes amendments wholly initiated by the RFQ Applicant and amendments in response to subsequent information made through an addendum to the RFQ.

An RFQ Applicant may withdraw a submitted Application at any time.

Application to be Retained by the Ministry

The ministry will not return any response, sample or accompanying documentation submitted by an Applicant including amended or withdrawn Applications.

Notification of Results

At the conclusion of the RFQ process, all RFQ Applicants will be notified of the entities selected to qualify for the CFP phase.

Debriefing Information Session

Unsuccessful RFQ Applicants may request a debriefing after receipt of the notification. All

requests must be in writing through the appropriate channel in the OTP and must be made within 30 days of notification. The intent of the debriefing information session is to aid the Applicant in presenting a better response in subsequent opportunities. Any debriefing provided is not for the purpose of providing an opportunity to challenge the selection process.

Prohibited Communications

RFQ Applicants shall address all questions and requests for clarification with respect to their Applications, or the RFQ documents or the RFQ process only through the appropriate channel in the OTP.

RFQ Applicants shall not contact or make any attempt to contact:

- a) Any Ontario government employee or representative, other than through the appropriate channel in the OTP, or
- b) Any other; RFQ Applicant with respect to a response, the RFQ documents, or the RFQ process, at any time during the RFQ process.

RFQ Applicant Not to Make a Public Statement or Communicate with Media

An RFQ Applicant may not at any time directly or indirectly make a public statement or communicate with the media in relation to this RFQ without first obtaining the written permission of the ministry. Where an Applicant makes a communication contrary to this section the ministry may disclose such information necessary to correct any inaccuracy of information.

Confidential Information of the Ministry

All information provided by or obtained from the ministry in any form in connection with this RFQ either before or after the issuance of this RFQ:

- a) Is the sole property of the ministry and must be treated as confidential.
- b) Is not to be used for any purpose other than replying to this RFQ and any subsequent selection process.
- c) Must not be disclosed without prior written authorization from the ministry.
- d) Shall be returned by the RFQ Applicant to the ministry immediately upon the request of the ministry.

Security Screening Requirements

During the CFP phase, Applicants would be required to complete an Ontario Public Service Contractor Screening Risk Assessment, IT Privacy Impact Assessment, IT Risk Assessment or other related risk screening assessment as necessary.

Freedom of Information and Protection of Privacy Act

The *Freedom of Information and Protection of Privacy Act* as amended, applies to information provided to the ministry by an Applicant. An Applicant should identify any information in its Application or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by the ministry. The confidentiality of such information will be maintained by the ministry, except as otherwise required by law or by order of a court or tribunal. RFQ Applicants are advised that their responses will, as necessary, be disclosed on a confidential basis, to the ministry's advisers retained for the purpose of evaluating or participating in the evaluation of their Applications.

By submitting any personal information requested in this RFQ, Applicants are agreeing to the use of such information as part of the evaluation process, for any audit of this selection process and for agreement management purposes. Where the personal information relates to an individual assigned by the successful Applicant to provide the Deliverables, such information may be used by the ministry to compare the qualifications of such individual with any proposed substitute or replacement. If an Applicant has any questions about the collection and use of personal information pursuant to this RFQ, questions are to be submitted through the appropriate channel in the OTP.

Reserved Rights and Governing Law

Reserved Rights of the Ministry

The ministry reserves the right to:

- a) Request written clarification or the Application of supplementary written information in relation to the clarification request from any RFQ Applicant and incorporate a RFQ Applicant's response to that request for clarification into the RFQ Applicant's response.
- b) Assess an RFQ Applicant's response on the basis of:
 - i. The information provided by a RFQ Applicant pursuant to the ministry exercising its clarification rights under this RFQ process, and
 - ii. Other relevant information that arises during this RFQ process.
- c) Waive non-compliance where, in the ministry's sole discretion, such non-compliance is minor and not of a material nature, or to accept or reject in whole or in part any or all Applications, with or without giving notice. Such minor non-compliance will be deemed substantial compliance and capable of acceptance. The ministry will be the sole judge of whether an Application is accepted or rejected.
- d) Verify with any RFQ Applicant or with a third party any information set out in a response.
- e) Disqualify any RFQ Applicant whose response contains misrepresentations or any other inaccurate or misleading information.
- f) Disqualify any Application where the RFQ Applicant either fails to disclose or is determined to have an actual or perceived unfair advantage or Conflict of Interest determined to be material by the ministry.
- g) Disqualify any RFQ Applicant or the Application of any Applicant who has engaged in conduct prohibited by this RFQ.
- h) Make changes, including substantial changes, to this RFQ provided that those changes are issued by way of a modification in the manner set out in this RFQ.
- i) Cancel this RFQ process at any stage.
- j) Cancel this RFQ process at any stage and issue a new RFQ for the same or similar Deliverables.
- k) Accept any Application in whole or in part.

l) Reject any or all Applications.

These reserved rights are in addition to any other express rights or any other rights which may be implied in the circumstances and the ministry shall not be liable for any expenses, costs, losses or any direct or indirect damages incurred or suffered by any RFQ Applicant or any third party resulting from the ministry exercising any of its express or implied rights under this RFQ.

By submitting its Application, the RFQ Applicant authorizes the collection by the ministry of the information set out under e) and f) in the manner contemplated in those subparagraphs.

Governing Law of RFQ Process

This RFQ process shall be governed by and construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein.

PART 5 – APPENDICES

APPENDIX 1 – EVALUATION CRITERIA

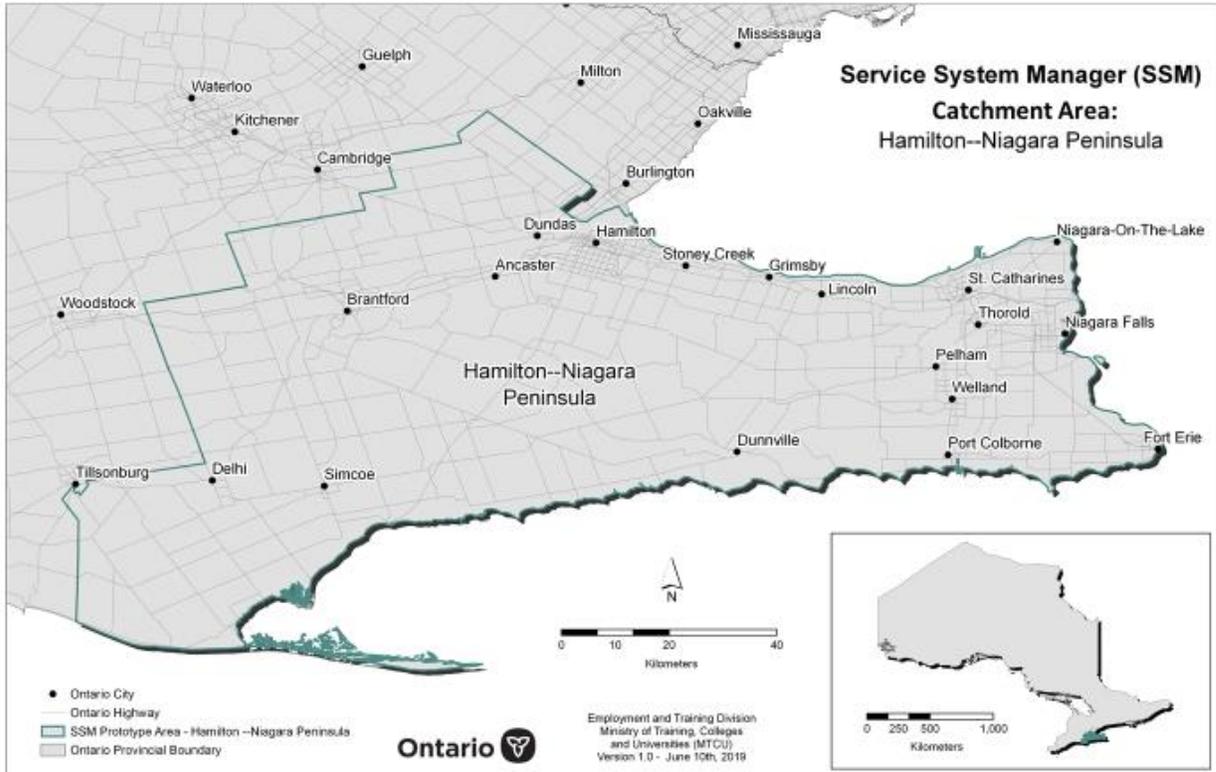
See the Ontario Tenders Portal Response Form.

APPENDIX 2: CATCHMENT AREAS MAP AND LABOUR MARKET INFORMATION

Hamilton–Niagara Peninsula Catchment Area

Map of the Hamilton–Niagara Peninsula Catchment Area

Please inform the Ministry if you need an alternate format or other accommodation to access this appendix.



Economic Indicators and Population Demographics of the Hamilton–Niagara Peninsula

Please inform the Ministry if you need an alternate format or other accommodation to access this appendix.

Hamilton–Niagara Peninsula

Economic Indicators and Population Demographics

Labour Market Information, May 2016¹

| | |
|---|---------|
| Total working aged (15 - 64) population | 792,210 |
| Labour force | 601,630 |
| Participation rate | 75.9% |
| Employed population | 558,765 |
| Employment rate | 70.5% |
| Unemployed population | 42,865 |
| Unemployment rate | 7.1% |

Source: Statistics Canada 2016 Census, MTCU custom data order

Demographic Groups

| Demographic Groups | Demographic Population | Percent of Population |
|--------------------|------------------------|-----------------------|
|--------------------|------------------------|-----------------------|

| | | |
|-------------------------|--------|-------|
| Indigenous | 23,545 | 3.0% |
| Francophone | 13,580 | 1.7% |
| NEET ² youth | 26,740 | 11.9% |

Source: Statistics Canada 2016 Census, MTCU custom data order

Job Vacancy Information

December 2018

| | |
|-----------------------------|---------|
| Job vacancies | 22,380 |
| Job vacancy rate | 3.4% |
| Average offered hourly wage | \$19.95 |

Source: Statistics Canada, Job vacancies, payroll employees, job vacancy rate, and average offered hourly wage. Table 14-10-0325-01, Q4 2018

Unemployment Rate (ages 15+)

Quarterly intervals between March 2016 and March 2019



Source: Labour force characteristics, three-month moving average, unadjusted for seasonality Table 14-10-0293. Includes all individuals aged 15 and above. Rates may differ from ages 15–64.

1) Unless otherwise stated, all population data refers to individuals aged 15–64.

2) NEET refers to youth aged 15–29, who are Not Employed, in Education or Training. Percent NEET refers to proportion of all youth aged 15–29.

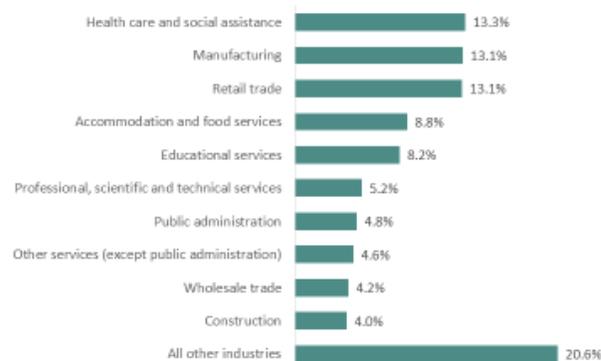


Hamilton–Niagara Peninsula

Primary Industries and Occupations

Top 10 Industries

Percent of employed individuals by 2-digit NAICS category



Source: Statistics Canada 2016 Census, MTCU custom data order

Top 10 Occupations

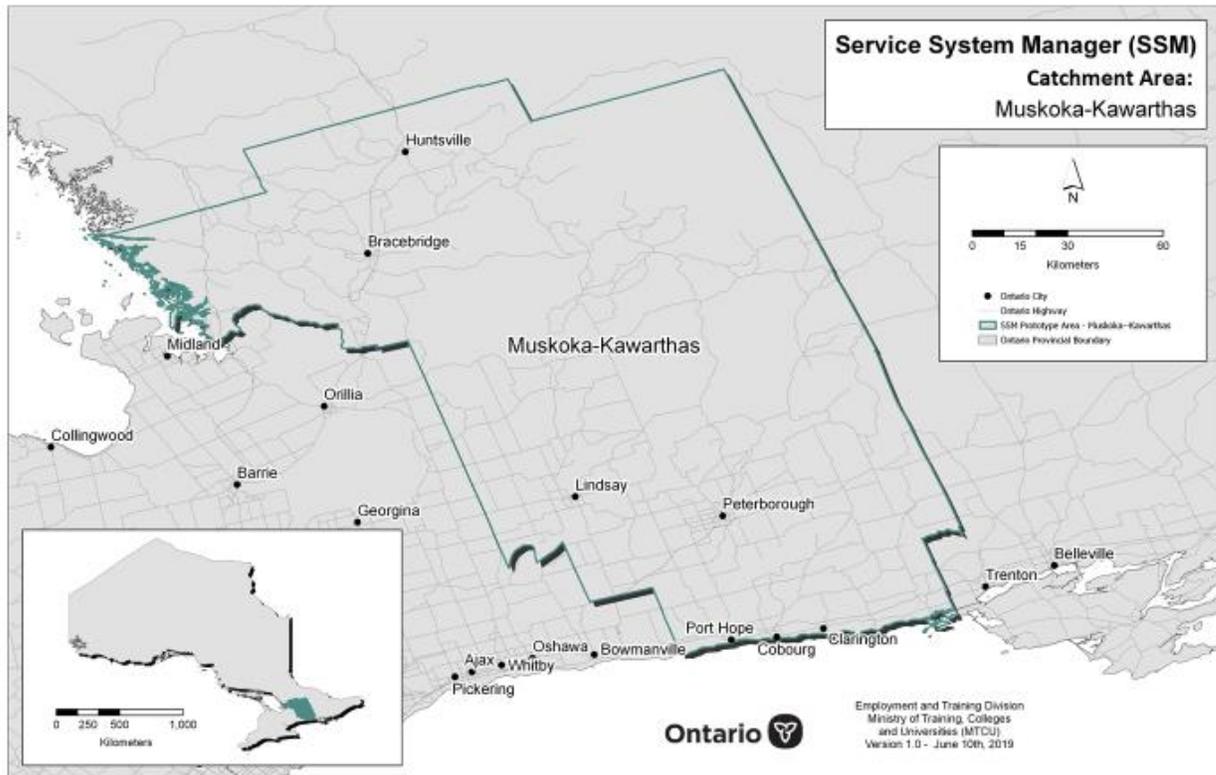
Percent of employed individuals by 2-digit NOC category



Muskoka–Kawarthas Catchment Area

Map of the Muskoka–Kawarthas Catchment Area

Please inform the Ministry if you need an alternate format or other accommodation to access this appendix.



Economic Indicators and Population Demographics of the Muskoka–Kawarthas

Please inform the Ministry if you need an alternate format or other accommodation to access this appendix.

Muskoka–Kawarthas

Economic Indicators and Population Demographics

Labour Market Information, May 2016¹

| | |
|---|---------|
| Total working aged (15 - 64) population | 229,570 |
| Labour force | 171,455 |
| Participation rate | 74.7% |
| Employed population | 157,935 |
| Employment rate | 68.8% |
| Unemployed population | 13,535 |
| Unemployment rate | 7.9% |

Source: Statistics Canada 2016 Census, MTCU custom data order

| Demographic Groups | Demographic Population | Percent of Population |
|-------------------------|------------------------|-----------------------|
| Indigenous | 8,955 | 3.9% |
| Francophone | 2,645 | 1.2% |
| NEET ² youth | 7,190 | 12.4% |

Source: Statistics Canada 2016 Census, MTCU custom data order

Job Vacancy Information

December 2018

| | |
|-----------------------------|---------|
| Job vacancies | 3,900 |
| Job vacancy rate | 2.8% |
| Average offered hourly wage | \$19.70 |

Source: Statistics Canada, Job vacancies, payroll employees, job vacancy rate, and average offered hourly wage. Table 14-10-0325-01, Q4 2018

Unemployment Rate (ages 15+)

Quarterly intervals between March 2016 and March 2019



Source: Labour force characteristics, three-month moving average, unadjusted for seasonality Table 14-10-0293. Includes all individuals aged 15 and above. Rates may differ from ages 15 – 64.

1) Unless otherwise stated, all population data refers to individuals aged 15 – 64.

2) NEET refers to youth aged 15 – 29, who are Not Employed, in Education or Training. Percent NEET refers to proportion of all youth aged 15 – 29.

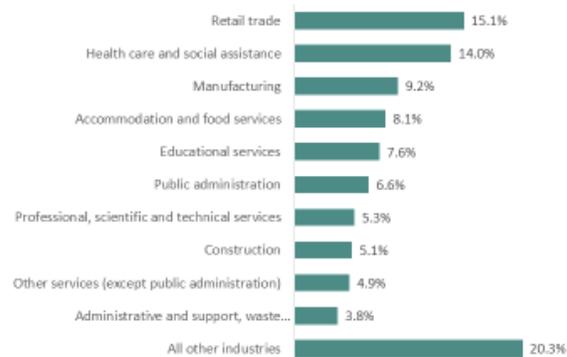


Muskoka–Kawarthas

Primary Industries and Occupations

Top 10 Industries

Percent of employed individuals by 2-digit NAICS category



Source: Statistics Canada 2016 Census, MTCU custom data order

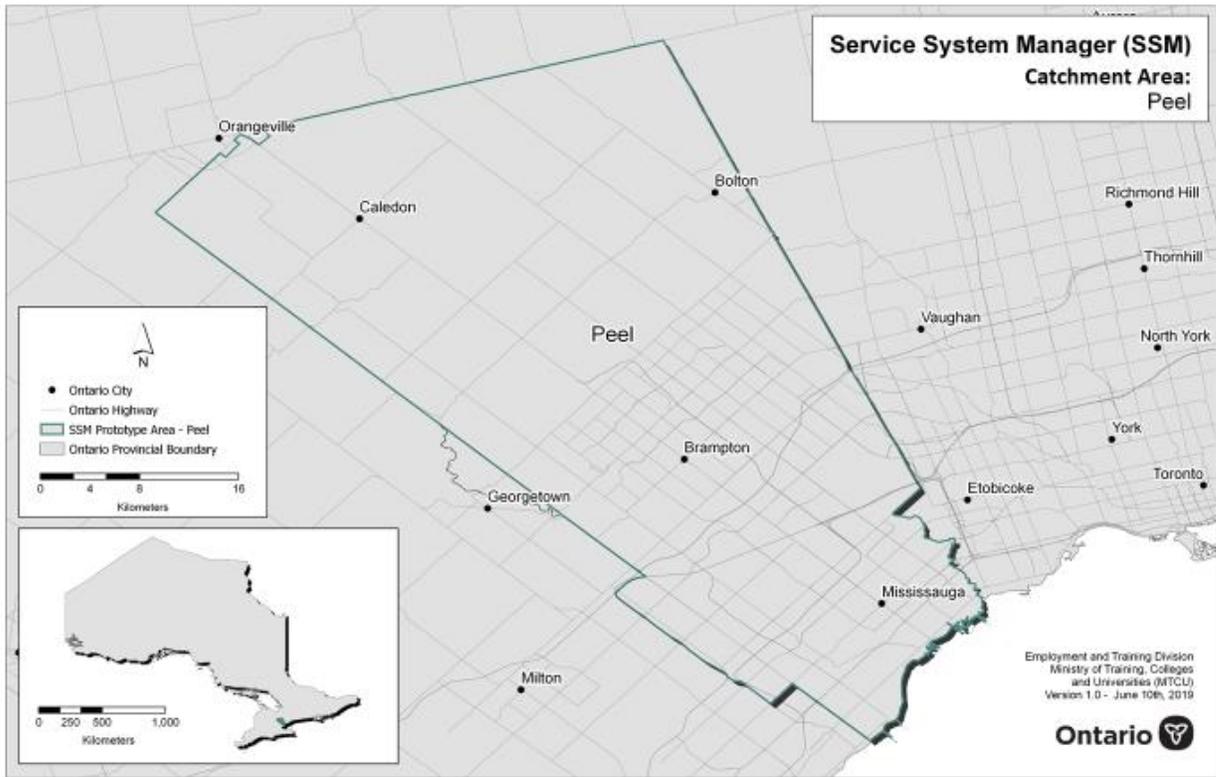
Top 10 Occupations

Percent of employed individuals by 2-digit NOC category



Map of Peel

Please inform the Ministry if you need an alternate format or other accommodation to access this appendix.



Economic Indicators and Population Demographics of Peel

Please inform the Ministry if you need an alternate format or other accommodation to access this appendix.

Economic Indicators and Population Demographics

Labour Market Information, May 2016¹

| | |
|---|---------|
| Total working aged (15 - 64) population | 949,180 |
| Labour force | 725,880 |
| Participation rate | 76.5% |
| Employed population | 665,835 |
| Employment rate | 70.1% |
| Unemployed population | 60,050 |
| Unemployment rate | 8.3% |

Source: Statistics Canada 2016 Census, MTCU custom data order

| Demographic Groups | Demographic Population | Percent of Population |
|--------------------|------------------------|-----------------------|
|--------------------|------------------------|-----------------------|

| | | |
|-------------------------|--------|-------|
| Indigenous | 6,350 | 0.7% |
| Francophone | 9,350 | 1.0% |
| NEET ² youth | 30,230 | 10.5% |

Source: Statistics Canada 2016 Census, MTCU custom data order

Job Vacancy Information³

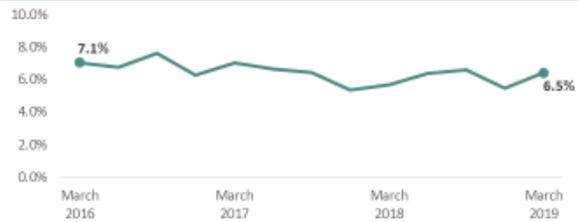
December 2018

| | |
|-----------------------------|---------|
| Job vacancies | 111,365 |
| Job vacancy rate | 3.4% |
| Average offered hourly wage | \$23.30 |

Source: Statistics Canada, Job vacancies, payroll employees, job vacancy rate, and average offered hourly wage. Table 14-10-0325-01, Q4 2018, Toronto Economic Region

Unemployment Rate (ages 15+)³

Quarterly intervals between March 2016 and March 2019



Source: Labour force characteristics, three-month moving average, unadjusted for seasonality Table 14-10-0293. Includes all individuals aged 15 and above in the Economic Region of Toronto.

1) Unless otherwise stated, all population data refers to individuals aged 15 – 64.

2) NEET refers to youth aged 15 – 29, who are Not Employed, in Education or Training. Percent NEET refers to proportion of all youth aged 15 – 29

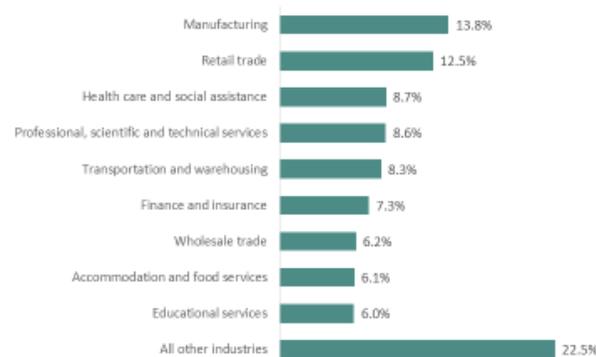
3) Job vacancy and quarterly unemployment rate data is not available for the catchment area of Peel. Vacancy and unemployment rate data refers to Toronto Economic Region.



Primary Industries and Occupations

Top 10 Industries

Percent of employed individuals by 2-digit NAICS category



Source: Statistics Canada 2016 Census, MTCU custom data order

Top 10 Occupations

Percent of employed individuals by 2-digit NOC category



APPENDIX 3: DEFINITIONS

Accessible

Accessible means that which can be easily reached or obtained; a facility that can be easily entered; information that can be easily accessed; posing no obstacles to persons with disabilities.

Accessibility

Accessibility means a general term which is used to describe the degree of ease that something (for example, device, service, and environment) can be used and enjoyed by persons with a disability. The term implies conscious planning, design and / or effort to ensure it is barrier-free to persons with a disability, and by extension, usable and practical for the general population as well.

Addenda

This RFQ may only be amended by the ministry by an addendum through the Ontario Tenders Portal eTendering System in accordance with this section. If the ministry, for any reason, determines that it is necessary to provide additional information relating to this RFQ, such information will be communicated to all RFQ Applicants through Addenda to the RFQ by way of the Ontario Tenders Portal eTendering System. Each addendum shall form an integral part of this RFQ.

Each addendum may contain important information including significant changes to this RFQ. The onus remains on the RFQ Applicant to make any necessary amendments and to re-submit its Application based on the Addenda. The ministry may also issue Addenda included in the RFQ as an attachment, which may contain responses to the Applicant's questions. RFQ Applicants are responsible for obtaining all Addenda issued by the ministry.

If the ministry makes any changes to the RFQ after an RFQ Applicant has submitted its Application, the response will be invalidated on the Ontario Tenders Portal eTendering System and the RFQ Applicant will need to re-submit its response. The RFQ Applicant will be required to update any new or modified sections of the RFQ by way of the Ontario Tenders Portal eTendering System and re-submit its Application.

Application

Application means all documentation submitted by an Applicant in response to the RFQ or in respect of the RFQ.

Applicant

Applicant means the legal entity that submits an Application in response to this RFQ.

Bridge Training Program

[Bridge Training Program](#) helps highly-skilled newcomers to access licensure and employment in their field, without duplicating previous training and education. By getting their license or certification, or connecting to their occupational sector, skilled immigrants can increase their opportunity to resume their careers in Ontario.

Catchment Area

For the employment services transformation, the province has been divided into 15 Catchment Areas that aligns with Statistics Canada Economic Regions boundaries. Toronto is further divided into five Catchment Areas according to census division boundaries. Each SSM is responsible for the planning, design and delivery of in-scope employment services in a defined Catchment Area.

Case Management

Case Management is a collaborative and client-centred process supporting timely access to the right services and supports to help a client achieve their employment goals. It may include identifying further needs and supporting access to community-based services that may affect the client's readiness for employment, such as income support, child care, transportation and health care services. The intensity and duration of Case Management will vary depending on the individual client's needs.

The Employment Ontario SSMs, Ontario Works Delivery Partners and Ontario Disability Support Program offices will have an Integrated Case Management approach to ensure social assistance clients have coordinated assessments, planning, referrals and services between the two systems.

Common Assessment

A consistent intake tool and approach to identify client strengths, barriers to employment and Life Stabilization needs. Common Assessment will assess an individual's eligibility and suitability for employment and training services, and their general employment and service needs.

Conflict of Interest

Conflict of Interest includes, but is not limited to, any situation or circumstance where:

- a) In relation to the RFQ process, the Applicant has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including, but not limited to:
 - i. Having or having access to information in the preparation of its Application that is confidential to the Crown and not available to other Applicants,
 - ii. Communicating with any person with a view to influencing preferred treatment in the RFQ process including the giving of a benefit of any kind, by or on behalf of the Applicant to anyone employed by, or otherwise connected with, the ministry, or
 - iii. Engaging in conduct that compromises or could be seen to compromise the integrity of the open and competitive RFQ process and render that process non-competitive and unfair.

Consolidated Municipal Service Manager (CMSM)

Consolidation of municipal service management has resulted in the creation of 47 CMSMs across the province. In Northern Ontario, they are called District Social Services Administration Boards. In southern Ontario, the CMSM area is frequently aligned along the upper tier boundary (region or county) and includes a separated town or city if one exists within its

geographic boundary. The service manager can be either the upper tier or the separated municipality.

Under municipal leadership, CMSMs are responsible for an integrated system of social and community health services for delivery of:

- Ontario Works.
- Child Care.
- Social Housing.

Some CMSMs are also responsible for other services such as land ambulance services and public health.

Consortium

Is a formal relationship set out in a written agreement where a group of two or more RFQ Applicants pool resources and work together to deliver services. One RFQ Applicant within the Consortium must act as the lead RFQ Applicant that signs and is responsible for any agreement with the ministry. The lead RFQ Applicant is responsible for ensuring the Consortium complies with the requirements of the agreement, including performance, distributing funding, data sharing and continuity of services.

Deliverable(s)

Deliverable(s) means all goods and / or services and work to be provided or performed by the Applicant.

Delivery Partner

In recognition of the range of functions that are the responsibility of a Service System Manager, they are expected to work with local Service Providers for delivery of a portion of service functions.

District Social Services Administration Board (DSSABs)

DASSBs are special agencies created by the province and given the funding and administrative responsibilities of a service manager. DSSABs were created in the north where there is no existing municipal government with the legal jurisdiction to act as a service manager.

Employability Services and Supports

Employability Services and Supports are short-term interventions (i.e., workshops or other activities) designed to help participants in making the transition to work, maintain work or develop career advancement skills. This includes “soft skills” training such as job readiness training or employment-related skills workshops or activities such as team work, time management, communication in a workplace setting, problem solving, interpersonal skills, and so on.

Employer Engagement

Involves working with employers to determine their workforce needs and enable job search

and placement. SSMs are expected to have an understanding of local labour markets and trends and local employers / sectors.

Employment-Related Financial Supports for Job Seekers and Employers

Provision of:

- a. Employer financial supports.
- b. Job seeker employment and training financial supports.

Financial supports available to employers may be used to support the hiring of clients matched by the SSM, to offset costs of job-related skills enhancement training or “onboarding” requirements and expenses such as a temporary reduction in productivity and / or increased supervision over and above what the employer might normally offer for a new hire.

Financial supports for job seekers are designed to remove temporary financial barriers to participation in commencing a job. Supports are available to clients participating in employability skills, job search and Job Matching and Development activities, as well as to facilitate Job Retention.

Integrated Case Management System

Used by SSMs and Service Providers to track and report on the services being offered to individual social assistance clients and the outcomes of those services. Includes the integration of key details from social assistance systems that are relevant to employment planning. Using an integrated view of client profiles and referral tracking, caseworkers will be able to effectively support and manage client activity.

Intermediate and Long-Term Training Programs

Occupational skills training, usually one to two years in length, including apprenticeship, micro-credential diploma programs, skills training and financial support programs such as Second Career and employer-directed training grants such as the Canada-Ontario Job Grant, as well as sector-specific training initiatives like SkillsAdvance Ontario.

Job Coaching

Supports for clients and employers to prepare for job placement / employment. Once the participant has started work, Job Coaching also involves regular monitoring of progress and ongoing support to ensure that agreed upon employment commitments are being met by both the employer and the participant.

Job Matching and Development

Job Matching and Development involves working with employers to determine their workforce needs and identify individual clients with the skills or work interests to address their staffing needs. In some instances, this may involve working with the employer to develop customized employment opportunities using a “job carving” approach.

Job Retention

Supports for participants and employers who no longer require the initial level of support offered when commencing a new placement / job opportunity (for example, Job Coaching support) but are not fully independent in the job.

Job Search Services

Individualized assistance to clients in planning and conducting their job search, based on a realistic and accurate assessment of their qualifications compared to job requirements.

Life Stabilization

Supports for individuals in coping with personal, systemic and / or environmental barriers that may precede or preclude employment and training activities (for example, addictions, chronic disease, homelessness). Life Stabilization focuses on enabling individuals to gain self-sufficiency, addressing preparatory and / or urgent needs through referrals to health, legal, crisis response, social supports, family support and other human services. These services and supports could be provided concurrently with employment training activities, depending on an individual's circumstances and capacities.

Literacy and Basic Skills

The [literacy and basic skills](#) helps adults in Ontario to develop and apply communication, numeracy, interpersonal and digital skills to achieve their goals. The program serves learners who have goals to successfully transition to employment, postsecondary, apprenticeship, secondary school and increased independence. The program includes learners who may have a range of barriers to learning.

Ontario Tenders Portal eTendering System

The Ontario Tenders Portal (OTP) eTendering System is the online bidding portal for procurement competitions within the government of Ontario and Broader Public Sector (BPS) Entities.

OTP is free for BPS Entities to use. It simplifies the RFX process, reduces cycle times and provides ease of use by utilizing advanced tools and processes based on Jaggaer's eTendering platform.

OTP allows vendors the benefit of viewing and downloading opportunities of interest without incurring a cost.

Performance Based Funding

This is the portion of Service System Manager funding linked to the achievement of client employment outcomes.

Qualification Envelope

Qualification Envelope means Section 1 of the RFQ as set out on the Ontario Tenders Portal eTendering System.

Qualification Response

Qualification Response means the Applicant's response to the Qualification Envelope and any related attachments.

Request For Qualification

The Request for Qualification, which includes the Qualification and Technical Envelope as set out on the Ontario Tenders Portal eTendering System, as well as any Addenda and attachments to it; dated July 2, 2019 for Service System Managers as part of employment services transformation, reference number 11570 issued by the ministry for the Deliverables.

RFQ Closing Date and Time

RFQ closing date and time means the Application submission date and time as set out in the RFQ and as may be amended from time to time in accordance with the terms of the RFQ.

Service Providers

Third-party organizations that have a funding arrangement with a Service System Manager to deliver one or more employment and training supports or services. They may be a municipality, college, non-profit or for-profit organization.

Service System Manager

A body that either delivers or creates funding arrangements with organizations to do local service planning, coordination and delivery of services and programs. May be a municipality, non-profit or for-profit organization or a Consortium service delivery structure. Where organizations are partnering to create a collective Application, one organization must be named as the principal entity with whom the ministry would enter into agreements.

Service Targeting

Service Targeting includes a common way of assessing and grouping incoming clients to enable the targeting of limited resources towards clients who likely need more support, as well as minimizing the over-delivery of services to those who are more likely independent jobseekers.

Service Targeting includes three components:

1. **Common Assessment:** a consistent intake tool and approach to assess an individual's eligibility and suitability for employment and training services and their general employment and service needs.

2. **Client Segmentation:** grouping clients to match needs to appropriate services / service level intensity, sequencing and referrals. The streams identified by the ministry will help ensure that all clients, including those with unique or higher needs, receive the supports they need to move into employment.
3. **Integrated Case Management System:** useful, consistent data with shared access (employment services and social assistance) to monitor client progress, measure outcomes and track system performance.

Services to Indigenous People

Employment and training services that responsive to the challenges and strengths of Indigenous clients. This may include but is not limited to provision of appropriate services in a culturally safe, aware, sensitive and equitable way that recognizes and respects the unique history and experiences of Indigenous people.

SkillsAdvance Ontario

The [SkillsAdvance Ontario pilot project](#) is intended to support workforce development in identified key growth sectors.

It funds Delivery Partners that connect employers with the employment and training services required to recruit and advance workers with the right essential, technical and employability skills. It also supports jobseekers in obtaining 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 takes 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.

Short-Term Skills Training

Training that aims to improve clients' employment prospects and / or prepare them for additional training; for example, in a single skill or competency, or for entry-level positions.

Specialized Services

Specialized Services are those above and beyond core employment services for inclusion groups designated by the ministry. These services may require additional and / or specific competencies and capacity with respect to serving clients with high, unique or complex employment service needs, including specialized knowledge of cultural appropriateness. It may require additional service capacity for assistance with core services such as job search and job matching support and interdisciplinary / multi-sectoral interventions (for example, integrated Case Management) or expertise.

Specialized Services for People with Disabilities

Most jobseekers with a disability receive core employment and training services without additional, Specialized Services. Specialized Services for People with Disabilities are designed for individuals who have-unique or complex employment needs as a result of a disability. Challenges may include some combination of limited or interrupted labour market experience, low levels of education or literacy and challenging life circumstances (for example, poverty or lack of family / parental support). Unique service needs may include additional service capacity for disability-related assistance with core services such as job search and job matching support and interdisciplinary / multi-sectoral interventions or expertise.

Strategic Labour Force Planning

Strategic Labour Force Planning refers to the ministry's stewardship over the continual process of aligning the needs and priorities of the province with those of its sector, industry, employer and other economic development partners in support of developing Ontario's workforce while ensuring that legislative, regulatory, policy and service objectives are met.

System Steward

System stewardship requires government to set the objectives, standards / processes, funding and reporting requirements for employment Service Providers and steer the system to achieve outcomes using a range of financial, regulatory and policy levers. The stewardship role enables the ministry to focus on what should be delivered and the performance management of intended outcomes of the system, rather than the details of how services should be delivered or the means to achieve outcomes.

Transition Period

Transition Period refers to the six-month period during which the Service System Manager will assume responsibility for managing Service Providers within the prototype community but will be unable to make any changes to the funding or activity of these providers.

APPENDIX 4: OTHER RELEVANT MATERIALS

Accessibility Obligations

- [Ontario Human Rights Code](#)
- [Ontarians with Disabilities Act, 2001](#)
- [Accessibility for Ontarians with Disabilities Act, 2005](#) (“AODA”)

Other

- [Freedom of Information and Protection of Privacy Act, R.S.O. 1990](#)
- [French Language Services](#)
- IT Privacy Impact Assessment
- IT Risk Assessment
- [Map of Ontario treaties and reserves](#)
- Ontario Public Service Contractor Screening Risk Assessment

Ministries

- **[Ministry of Training, Colleges and Universities](#)**
 - [Employment Services Transformation](#)
 - [Employment Ontario Partners Gateway](#)
 - [Employment Ontario Geo Hub](#)
 - [Programs and Services](#)
- **[Ministry of Children, Community and Social Services](#)**
 - [Ontario Works](#)
 - [Ontario Disability Support Program](#)