

**Notice to All Applicants – September 20, 2019**

**Ministry of Government and Consumer Services**

**On behalf of**

**Ministry of Training, Colleges and Universities**

**is issuing**

**Addendum 1**

**On Tender 11855 for Call for Proposal (CFP) for  
Service System Managers, Employment Services Transformation**

The following will now form part of the documents for tender\_11855 and amends the applicable information contained in the original tendering documents.

---

## Questions and Answers

---

Questions have been edited for clarity. Note that some questions have not been included as the questions may have been repetitive or unrelated to the development of the CFP Application. In other cases, questions received and not included here may be answered in a subsequent Addendum.

### Funding & Financials:

#	Question	Response
1	<p>The performance-based funding and outcome payments by client (Table 8 on page 34 of CFP) outlines four retention payments (at one, three, six and 12 months), all based on employment outcomes. Does this mean that there is no funding based on education/training outcomes at these retention intervals?</p>	<p>Performance-based Funding is provided to SSMs based only on a client being employed at one, three, six and 12 months after receiving employment services and starting employment.</p>
2	<p>Are there – and if so, what – are mechanisms for adjusting funding allocation between funding categories (operational, financial supports, performance-based) and client streams (A, B and C)?</p> <p>For example, can the funds be transferred from other categories if clients require more financial supports, or there is a potential to engage more employers through incentives after the financial supports budget is spent? Or can the funds be re-allocated between client streams if there is a shortfall in one and excess in another?</p>	<p><u>Adjusting funding between funding categories:</u> Operational and performance-based funding categories are distinct from each other in that they are calculated and allocated to the SSM differently; however, once received by the SSM, they form part of the SSM's overall budget allocation. This overall budget may be used to support operations and can also be used for employment-related financial supports.</p> <p>Employment-related financial supports are for financial incentives and supports provided to individuals and employers and may not be reallocated for other purposes.</p> <p><u>Adjusting funding between client streams:</u></p>

#	Question	Response
		<p>Operational and performance-based funding associated with each client stream is distinct in that each is calculated differently; however, once received by the SSM, this funding forms part of the SSM's overall budget allocation. This overall budget may be used to support operations and can also be used for employment-related financial supports.</p> <p>Employment-related financial supports are for financial incentives and supports provided to individuals and employers and may not be reallocated for other purposes. The ministry has allocated a minimum amount of the overall Employment-Related Financial Supports envelope to support eligible ODSP clients with a disability who require additional supports. This dedicated funding may only be used to support ODSP clients with a disability. Beyond this dedicated funding, additional funding from within the Employment-Related Financial Supports envelope and/or from the SSM's overall budget allocation can be used for employment-related financial supports to support ODSP clients with a disability, as well as other clients.</p>
3	In Table 7, is the minimum annual employment-related financial support for job seekers and employers dedicated for ODSP clients (right column) with disabilities a subset or in addition to the total annual financial supports (left column)?	The minimum amount of the Employment-Related Financial Supports envelope dedicated to support eligible ODSP clients with a disability who require additional supports, is a subset of, not an addition to, the overall Financial Supports envelope.
4	What happens to Performance-based Funding when individuals can only find seasonal work based on local labour market and economic trends? How is funding affected and will funding be structured in a way that supports the SSM to incentivize employees and employers to help sustain	Performance-based Funding is provided to SSMs based only on a client being employed at one, three, six and 12 months after receiving employment services and starting employment. SSMs are expected to design and deliver services that support client achievement of employment outcomes and employment retention.

#	Question	Response
	employment / retention, provide enhanced training, further work with clients in Stream C to be self-reliant and more?	
5	For funding allocations including "unassisted services," can we assume that no additional funding will be provided for these unassisted services?	The overall SSM funding allocation accounts for unassisted services. The SSM will be expected to serve all clients, including unassisted clients, from within the total funding allocation. Unassisted clients are not associated with any additional or performance-based funding.
6	Will the funding model cover the costs of ongoing advertising, communication and marketing beyond the planning and transition phases?	The SSM will be expected to cover all costs of business from within the total funding allocation.
7	What are the annual performance ratings (Section 5.3.1) and how will they impact funding?	<p>The Performance Management Framework, of which annual performance ratings are an output, is subject to the Consequence Regime. The Consequence Regime will outline measures the ministry will take pertaining to a range of SSM performance, for example, sanctions and escalation protocols for non-performing SSMs to address service level, quality or compliance.</p> <p>The Consequence Regime is further intended to promote desired SSM behaviour, supporting accountability and performance management goals, while seeking to uphold service quality to keep the system sustainable. More details regarding how performance will impact funding will be released in the Consequence Regime four weeks before the close of the CFP.</p>
8	When will the Addendum be released by the ministry regarding the performance outcomes	An upcoming Addendum to the CFP will be released by the Ministry. The Consequence Regime, which the Performance Management Framework is subject to, will outline measures the

#	Question	Response
	weightings (as indicated on page 26)? How will this impact the funding model?	ministry will take pertaining to a range of SSM performance, for example, sanctions and escalation protocols for non-performing SSMs to address service level, quality or compliance. The Consequence Regime is further intended to promote desired SSM behaviour, supporting accountability and performance management goals, while seeking to uphold employment services system service quality to keep the system sustainable. More details regarding how performance will impact funding will be released in the Consequence Regime four weeks before the close of the CFP.
9	Is performance-based funding solely dependent on employment at one, three, six and 12 months? Can it be clarified that performance-based funding will not be tied to performance indicators in Table 2 and 3?	Performance-based Funding is provided to SSMs based only on a client being employed at one, three, six and 12 months after receiving employment services and starting employment. It is not tied to other performance indicators.
10	Is there a guideline on any expenditures that will not be covered within the operational funding (6.3.1) for example, cost allocations for IT, legal, finance, administration support?	Operational funding is intended to support financial stability for SSMs, covering direct delivery or subcontracted delivery of the components of the project including supporting administration, utilities and other operational costs for service delivery. The SSM will be expected to cover all costs from within the existing total allocation, including cost allocations for IT, legal, finance, and administration support.
11	Can a formula be provided as to how performance-based funding allocations were calculated?	<p>The Integrated Employment Services Delivery Funding model has three components that represent the types of funding an SSM can access. Each component represents a portion of the catchment area's overall allocation as follows:</p> <ul style="list-style-type: none"> <li>• Operational Funding: approximately 68%</li> </ul>

#	Question	Response																		
		<ul style="list-style-type: none"> <li>• Employment-Related Financial Supports: approximately 12%</li> <li>• Performance-based Funding: approximately 20%</li> </ul> <p>Performance-based funding represents approximately 20% of the overall funding allocation. Performance-based funding for client employment outcomes by stream was established based on a combination of inputs, including consideration of average assisted client funding for EO programs being integrated into the transformed ES system and jurisdictional evidence of funding in other employment service systems.</p>																		
12	Can you provide a breakdown of the Employment Related Financial Supports that are currently reimbursed from MCCSS to Ontario Works and ODSP delivery partners?	<p>The chart below outlines the employment-related benefits currently available under ODSP and Ontario Works. Not all employment-related benefits will be transferred to MTCU nor will the full funding for any in-scope employment-related benefits be transferred to MTCU.</p> <table border="1" data-bbox="1014 922 1948 1391"> <thead> <tr> <th colspan="2" data-bbox="1014 922 1948 987"><b>ODSP employment-related benefits</b></th> </tr> </thead> <tbody> <tr> <td data-bbox="1014 987 1444 1052">Employment and Training Start-up Benefit</td> <td data-bbox="1444 987 1948 1052">\$500/client/12-month period</td> </tr> <tr> <td data-bbox="1014 1052 1444 1084">Work-related Benefit</td> <td data-bbox="1444 1052 1948 1084">\$100/month if earnings reported</td> </tr> <tr> <td data-bbox="1014 1084 1444 1149">Up-front childcare</td> <td data-bbox="1444 1084 1948 1149">One month's cost of licensed daycare or \$600/annually for informal daycare</td> </tr> <tr> <td data-bbox="1014 1149 1444 1182">Employment Transition Benefit</td> <td data-bbox="1444 1149 1948 1182">\$500/client/once in 12-month period</td> </tr> <tr> <th colspan="2" data-bbox="1014 1182 1948 1247"><b>Ontario Works employment-related benefits</b></th> </tr> <tr> <td data-bbox="1014 1247 1444 1312">Other Employment and Employment Assistance Activities</td> <td data-bbox="1444 1247 1948 1312">\$253/12-month period</td> </tr> <tr> <td data-bbox="1014 1312 1444 1344">Full-time Employment Benefit</td> <td data-bbox="1444 1312 1948 1344">\$500</td> </tr> <tr> <td data-bbox="1014 1344 1444 1391">Employment related expenses - Employment related expenses</td> <td data-bbox="1444 1344 1948 1391">\$250/client/month</td> </tr> </tbody> </table>	<b>ODSP employment-related benefits</b>		Employment and Training Start-up Benefit	\$500/client/12-month period	Work-related Benefit	\$100/month if earnings reported	Up-front childcare	One month's cost of licensed daycare or \$600/annually for informal daycare	Employment Transition Benefit	\$500/client/once in 12-month period	<b>Ontario Works employment-related benefits</b>		Other Employment and Employment Assistance Activities	\$253/12-month period	Full-time Employment Benefit	\$500	Employment related expenses - Employment related expenses	\$250/client/month
<b>ODSP employment-related benefits</b>																				
Employment and Training Start-up Benefit	\$500/client/12-month period																			
Work-related Benefit	\$100/month if earnings reported																			
Up-front childcare	One month's cost of licensed daycare or \$600/annually for informal daycare																			
Employment Transition Benefit	\$500/client/once in 12-month period																			
<b>Ontario Works employment-related benefits</b>																				
Other Employment and Employment Assistance Activities	\$253/12-month period																			
Full-time Employment Benefit	\$500																			
Employment related expenses - Employment related expenses	\$250/client/month																			

#	Question	Response	
		Employment related expenses - employment assistance services	
		Employment related expenses - LEAP Incentive (incl. \$500 bursary upon completion)	
		Employment related expenses- childcare	\$250/client/monthly
		Up-front childcare	One month's cost of licensed daycare or \$600/annually for informal daycare
<b>13</b>	Life Stabilization – Social Assistance: Will there be any employment-related funding available to Ontario Works service providers to support clients on their journey to employment readiness based on results of the common needs assessment (e.g., obtain a driver's licence in order to drive to place of employment)?	<p>MCCSS and MTCU acknowledge that there are some actions in a client's journey that are life stabilization-related in support of employment readiness. MCCSS also has been informed by delivery partners that funding that falls under employment is often spent on activities that are considered 'life stabilization,' and this was considered when determining which funds are to be transferred to MTCU as part of the new delivery model.</p> <p>In addition, MTCU and MCCSS will be working in collaboration with delivery partners to determine how employment and social assistance caseworkers will manage benefit delivery.</p>	
<b>14</b>	In Table 7 within Section 6.3.2 Employment Related Supports for Job Seekers and Employers, is the dollar value associated with ODSP clients part of the Total Annual Employment Supports or in addition to?	The minimum amount of Employment-Related Financial Supports envelope dedicated to support eligible ODSP clients with a disability who require additional supports is part of the overall Financial Supports envelope.	
<b>15</b>	In Transition Period Funding and Outcomes on page 31, it indicates that the two items are outcomes associated with a period of time (April to	<p>As per Section 6.2.2 of the CFP, during the transition period, the SSM must submit the following outcomes to the ministry:</p> <ul style="list-style-type: none"> <li>• Outcome 1: Transition Period Plan</li> </ul>	

#	Question	Response
	<p>September 2020). If not achieved by certain deadlines, the SSM will not receive the extra funding. Is this extra funding over and above the monthly payment amount of funds? Are these also one-time dollars? What are the performance strings attached to these dollars?</p>	<ul style="list-style-type: none"> <li>a. Client intake and outcomes approach</li> <li>b. Network transition approach</li> <li>• Outcome 2: Comprehensive Web Presence strategy for the Catchment Area</li> </ul> <p>The one-time funding related to these outcomes is in addition to the monthly payments related to the Transition Period funding. To qualify for the “Transition Period Funding and Outcomes” funds, the submission deadlines must be met. Details regarding the specific elements of the Transition Period Plan and Comprehensive Web Strategy are contained within the CFP.</p> <p>Prior to the release of the funding, the ministry will determine if the outcomes have been achieved. The Transition Period Plans will be reviewed by the ministry based on the original actions and activities outlined in the Transition Plan submitted by applicants as part of the CFP (Section 4.1.1.1) to ensure the transition to Integrated ES Delivery maintains continuity of services, and supports service delivery changes that ensure the best outcomes for clients.</p>
16	<p>Section 2.4.6 indicates that the ministry may adjust funding (+/-) by 10%. Is it assumed that this only relates to the Performance Based Funding Allocation within the Integrated Employment Services delivery fund categories?</p>	<p>As part of the ministry’s annual business planning process, the ministry will review whether SSMs met their expected Client Volume as outlined in their Cost Proposal and the needs of the community. The increase or decrease in funding is related to SSM’s Operational Funding allocation.</p>
17	<p>How do the milestone payments in section 6.2.2.1 relate to Table 5 and the payment schedule outlined in Section 6.2.1.2?</p>	<p>The Transition Period Funding and Outcomes (Section 6.2.2.1) payments are not included in the amounts in Table 5: Transition Period Funding Maximums for each Catchment Area.</p>

#	Question	Response
18	At the end of each Commercial Model section 2.4, a Total Price field appears. How should we calculate the total price? Is it the total price for January 1, 2020 to March 31, 2021, or another calculation? Also, would it include Financial Supports and Performance Based Funding as those amounts are not included in the Commercial Model?	The Total Price field is a non-fillable field on OTP that is not part of the Cost Proposal requirement. Applicants are unable to enter information in the Total Price field.
19	Section 2.1.3 of the Commercial section states that the SSM's proposed cost is inclusive of HST. Are the maximum amounts available for Performance Based Funding, Operational Funding and Financial Supports inclusive of HST? If so, it appears to give an unfair advantage to SSMs who are not required to charge HST. Also, should the pricing for the Planning Period and Transition Period be inclusive of HST and still fall under the maximum funds available as per Table 4 and Table 5 of the CFP?	<p>All funding amounts (including maximums) are inclusive of duties and taxes (including HST where applicable). The ministry will not provide additional funding to SSMs for duties and taxes (including HST where applicable).</p> <p>SSMs will be responsible for paying all applicable duties and taxes (including HST where applicable) using the funding provided by the ministry or by other means.</p> <p>As indicated in section 2.1.3 of the Commercial Envelope, all costs, including costs related to component 2.2 (Planning Funding) and component 2.3 (Transition Funding), "shall be provided in Canadian Funds, inclusive of all applicable duties and taxes (including HST where applicable)." Responses to components 2.2 and 2.3 must also be below the maximum funding amounts.</p>
20	The maximum Planning Period Cost and Transition Period cost vary significantly between each of the three catchment areas from \$1.172M total in Muskoka-Kawarthas to \$2.76M in Hamilton-Niagara Peninsula. We do see that client volumes will have an impact on the amount of funding required during	The maximum funds associated with the Planning Period and Transition Period funding are linked to a pre-determined percentage of the Employment Ontario allocation for the specific prototype community.

#	Question	Response
	<p>the actual service delivery phase starting October 1, 2020.</p> <p>However, during the Planning and Transition periods we do not see client volume having a big impact on the costs required during this time and are unsure why there is a large variance in funding between the three catchments. During the Planning and Transition, a large amount of the costs incurred will be the same for each catchment area. For instance, staffing during this period will be very similar for each of the three catchments as the same requirements are needed for each, such as creating the Transition plan.</p>	<p>These pre-determined percentages are based on the density of the respective catchment areas and general economy of scale principles tied to community size (urban, rural mix, rural). The percentages have also been tested against a variety of sources including: current transfer payment agreement thresholds, regional proxy staffing costs and a benchmark analysis of similar service system functions.</p>
21	<p>How does the Planning and Transition period costs proposed by the applicant, which are to be below the ministry's maximum price, affect the point allocation in the evaluation stage?</p>	<p>The ministry will evaluate the Transition Period costs proposal using the following formula:</p> <ul style="list-style-type: none"> <li>• Points calculation = (Lowest Cost Proposal/Applicant's Cost Proposal) X Available Points</li> </ul> <p>Applicants can receive a maximum of eight points for Cost Proposal component 2.2 (Planning Funding).</p> <p>Applicants can receive a maximum of eight points for component 2.3 (Transition Funding).</p> <p>Applicants' responses to components 2.2 and 2.3 will be evaluated separately using the relative formula outlined in section 1.2.5 of the Qualification Envelope.</p>

#	Question	Response
22	<p>To prepare cost proposals for both Planning Funding and Transition Funding, please confirm:</p> <ol style="list-style-type: none"> <li>Are these one-time or base funding dollars?</li> <li>What are the terms and conditions associated with these dollars?</li> <li>What can and can't the funds be utilized for?</li> <li>How will these dollars be monitored / evaluated?</li> <li>If not spent in fiscal year (e.g. Planning dollars in Ministry fiscal 2019-20 and Transition dollars in 2020-21 fiscal year); will these dollars be reconciled and/or will the SSM be allowed to carry forward for transition and planning?</li> </ol>	<p>Planning Period Funding is provided only for activities conducted during the Planning Period (January 2020 to March 2020) and the Transition Funding is provided only for activities conducted during the Transition Period (April 2020 to September 2020).</p> <p>Types of activities and costs associated with these dollars are outlined in section 6.1 Planning Period Funding and section 6.2 Transition Period Funding. Specific activities may differ among SSMs based on the existing infrastructure and activities of the successful Applicant.</p> <p>Through reporting to the ministry, expenditures of the Planning and Transition Funding will be monitored and reconciled. Reporting requirements will be included in the Ministry's agreement with the SSM. Funding will be reconciled on a quarterly basis through the Estimate of Payments &amp; Expenditures Report.</p> <p>Further information regarding eligible expenses will be addressed with the Transfer Payment Agreement to be released as an addendum approximately four weeks prior to the closing of the CFP.</p>
23	<p>Is the Transition Period Funding and Outcomes (up to maximum of \$125,000) in addition to Planning and Transition funding envelopes? Can the Ministry's evaluation criteria used to assess achievement of the two outcomes be made available?</p>	<p>Yes, the "Transition Period Funding and Outcomes" is in addition to the Planning and Transition funding and is one-time funding related to the specific deliverables outlined in the CFP.</p> <p>In order to qualify for the "Transition Period Funding and Outcomes" funds, the submission deadlines must be met. Details regarding the specific elements of the Transition Period Plan and Comprehensive Web Strategy are contained with the CFP.</p>

#	Question	Response
		<p>In order to qualify for the “Transition Period Funding and Outcomes” funding, the submission deadlines of the two outcomes must be met. Prior to the release of the funding, the ministry will determine if the outcomes have been achieved. The Transition Period Plans will be reviewed by the ministry based on the original actions and activities outlined in the Transition Plan submitted by applicants as part of the CFP (Section 4.1.1.1). to ensure the transition to Integrated ES Delivery maintains continuity of services and supports service delivery changes which ensure the best outcomes for clients.</p>
24	<p>Will there be additional information shared on the SSM evaluation framework?</p>	<p>The CFP Addendum to be released four weeks prior to the close of the CFP will include additional information pertaining to the Performance Management Framework including definitions, baseline data, and how performance indicators will be calculated.</p>
25	<p>Given the number of unknowns and labour market particulars, when will the ministry entertain discussion around revising targets (e.g., mid-year, end of contract)?</p>	<p>The targets for clients served will be set out in the transfer payment agreement. As per the Performance Management Framework in the CFP, the targets identified by SSMs in the transfer payment agreement cannot fall below the ministry’s established baseline for the current service delivery network, however, an SSM’s performance outcomes will be rated in comparison to the local context. The ministry is committed to working with SSMs to develop more precise measures and targets to ensure the ministry incorporates the SSMs best advice based on local realities and local labour market information.</p>
26	<p>What levels of performance will be expected for each of the Key Performance Indicators? Is that determination made based on improving against baseline performance or some other criteria?</p>	<p>A subsequent CFP Addendum will include additional information pertaining to the Performance Management Framework including definitions, baseline data, and how performance indicators will be calculated.</p>

#	Question	Response
27	Performance Management Approach: What is the Ministry's baseline for setting performance targets built on? When will we be provided with the current catchment area's system's performance (ODSP, Ontario Works and Employment Ontario) and how these compare to the targets being suggested in the document; that is, what will the SSM will be compared to?	A subsequent CFP Addendum will include additional information pertaining to the Performance Management Framework including definitions, baseline data, and how performance indicators will be calculated.

## Client and Systems Data:

#	Question	Response
1	To assist with estimating client volumes, can the ministry provide the criteria for determining the Client Stream? For example, is Stream A "x" number of barriers to employment, Stream B is "y" number of barriers and Stream C is "z" number of barriers to employment.	<p>The Client Segmentation model assesses each client's relative disadvantage in the labour market, assigning a stream based on the client's unique characteristics:</p> <ul style="list-style-type: none"> <li>• Stream A: Low risk of long-term unemployment</li> <li>• Stream B: Medium risk of long-term unemployment</li> <li>• Stream C: High risk of long-term unemployment</li> </ul> <p>The ministry's client segmentation model predicts a client's risk of unemployment three months following employment service intervention. Over time, the ministry will evolve the segmentation model to predict unemployment 6 months (27 weeks) following intervention, in line with the definition of long-term unemployment.</p>

#	Question	Response
		Information collected through the Common Assessment tool related to client education, employment history and other factors related to labour market attachment will be used to segment Assisted Services clients into: Stream A, Stream B, or Stream C for employment services according to estimated service intensity need.
2	Is there data available about the current system-wide performance against the Key Performance Indicators provided in the solicitation?	A subsequent CFP Addendum will include additional information pertaining to the Performance Management Framework including definitions, baseline data, and how performance indicators will be calculated.
3	<p>To support data analysis, can definitions be provided or clarified for:</p> <ul style="list-style-type: none"> <li>a. Newcomers</li> <li>b. Youth that require higher supports</li> </ul> <p>With regards to Francophones, is the Inclusive Definition of Francophone (IDF) being used? That is, persons whose mother tongue is French, plus those whose mother tongue is neither French nor English but have a particular knowledge of French as an Official Language and use French at home.</p>	A subsequent CFP Addendum will include further information pertaining to the Performance Management Framework including definitions for these terms, baseline data, and how performance indicators will be calculated.

## Miscellaneous:

#	Question	Response
1	Can all consortium members participate in any webinars or conference calls scheduled by the Ministry?	The September 20 virtual information session is limited to five (5) participants per Consortia.
2	Do reference letters have to only reflect the lead agency in the consortium or can they be from other members reflecting their experience?	The Lead Applicant of a Consortium is required to submit three (3) Reference Letters and these will be used to satisfy the mandatory requirement for all Applications submitted by the same Applicant. The reference letters have to reflect the Lead Applicant of a Consortium.
3	Is there an expectation that in adjusting the EO network footprint that the SSM reduce the number of service providers?	<p>As part of the CFP, the ministry expects SSMs to develop a Transition Period Plan that outlines how applicants will oversee the Service Provider network.</p> <p>The expectation is that SSMs' approach to overseeing the Service Delivery Network will support continued client access, address local labour market conditions and community needs, including addressing the needs of individuals who may benefit from specialized services, and maintain a diverse service delivery system of Service Providers, including those with expertise in serving individuals who are Francophone, Indigenous, youth with higher support needs, newcomers, or People with Disabilities. In addition, SSMs will be required to sustain a healthy, collaborative local Service Provider network and create viable commercial conditions for overall operations.</p>

4	<p>Section 5.4.5 on page 26 – TRUE OR FALSE: We understand from the statement here that we don't need to address the "how to's" and/or strategies in our CFP application to achieve the capacity-related business planning priorities, as time within the Transition Period will allow for this level of strategic and operational planning.</p>	<p>True, as indicated in the CFP, the SSM Business Plan will be completed during the lifecycle of the transfer payment agreement. The Business Plan is not part of the CFP evaluation process and Applicants are not asked to submit this as part of their Application.</p>
5	<p>S5.8 on page 28 – Consequence Regime: What are the consequences of not achieving performance targets (client volumes and employment outcomes), especially related to funding and/or other impacts?</p>	<p>The Consequence Regime standards will be released as a separate Addendum approximately four weeks prior to the CFP closing date.</p> <p>Performance-based Funding is provided to SSMs based only on a client being employed at one, three, six and 12 months after receiving employment services and starting employment. If client outcomes are not achieved, the SSM will not receive the associated funding.</p> <p>The Performance Management Framework, including achievement of performance outcomes, as described in section 5.5 of the CFP, is subject to the Consequence Regime.</p>
6	<p>Does the current EO service system mandate service delivery sites to provide culturally appropriate indigenous services? Are there current system outcome information or targets for these activities?</p>	<p>One of the key principles of the EO Service Delivery Framework is in need for service providers to ensure that services are client-centric and tailored to meet the needs of each individual, employer or community. In this way, services address social, demographic, geographic or technology needs. This includes the need to ensure services are culturally appropriate. There are currently no specific targets regarding services to Indigenous clients.</p>

7	<p>What time is the September 20 information session? Will the session be recorded and accessible after September 20th or will answers only be provided through any supporting addenda?</p>	<p>The Information Sessions will begin at 10 am and end by 2 pm. Any information provided by the ministry and all questions asked during the Data, Funding Model and Cost Proposal Information Session will be shared in an Addendum on the OTP. The ministry will distribute questions and answers through the OTP following the information sessions.</p> <p>The sessions will not be recorded.</p>
8	<p>Will we receive additional information regarding the common assessment tool prior to the CFP submission?</p>	<p>Information on client education, employment history and other factors related to labour market attachment will be collected through the Common Assessment Tool. This will include data collection on administrative and personal data, education and employment history, and household characteristics.</p> <p>Please see Appendix 4 of the Call for Proposal document for a description of the data points that SSMs will be required to collect using Common Assessment and Integrated Case Management Systems.</p>
9	<p>Table 3 on page 28: Employment Outcomes and Client Stream: Will there be further refined definitions to what each of these streams represent and how they'll be assessed / identified, as well as the corresponding outcomes (exceeds, meets and not meeting) that are to be achieved (for example, a job, length of time employed, number of hours, earnings amounts, etc.).</p>	<p>The Client Segmentation model assesses each client's relative disadvantage in the labour market, assigning a stream based on the client's unique characteristics:</p> <ul style="list-style-type: none"> <li>• Stream A: Low risk of long-term unemployment</li> <li>• Stream B: Medium risk of long-term unemployment</li> <li>• Stream C: High risk of long-term unemployment</li> </ul> <p>The ministry's client segmentation model predicts a client's risk of unemployment three months following employment service intervention. Over time, the ministry will evolve the</p>

		<p>segmentation model to predict unemployment 6 months (27 weeks) following intervention, in line with the definition of long-term unemployment..</p> <p>Information collected through the Common Assessment tool related to client education, employment history and other factors related to labour market attachment will be used to segment Assisted Services clients into: Stream A, Stream B, or Stream C for employment services according to estimated service intensity need.</p> <p>Performance-based Funding is provided to SSMs based on a client being employed at one, three, six and 12 months after receiving employment services and starting employment.</p>
<p><b>10</b></p>	<p>Table 2 Key Performance Indicators on page 27: Footnote 13 indicates that “clients served,” which links to funding, is defined by the completion of activities in the Employment Action Plan (EAP) versus when an EAP is completed and the time it takes to complete certain activities in the EAP. If focus is just on completion of all activities, the measurement of time to achievement as per the different client streams will not be tracked and will be very valuable to the evolution of the Performance and Funding Model approach going forward.</p>	<p>The Performance Management Framework (PMF) is intended to evolve. As the PMF evolves and the employment service matures the Ministry will work collaboratively and iteratively with the SSM network to establish more precise measures and targets based on evidence and continuous improvement principles. In addition, the Ministry will use a variety of service quality monitoring techniques specific to ensuring the quality of client outcomes achieved.</p>

<b>11</b>	The CFP does not provide a definition for newcomers. Can you confirm if the Ministry is using a definition based on a client's self-identification as a newcomer or if they are using another definition, such as Statistics Canada's definition of new immigrant, that is someone who immigrated to Canada in the last five years?	As per the CFP, further information including the definitions for these terms will be detailed in a subsequent CFP Addendum.
<b>12</b>	The CFP does not provide a definition or a detailed explanation for what is meant by the client group "youth who require higher supports." What is the age group for youths in this context? Does "higher supports" refer simply to assisted employment services or does it refer to a particular level of labour market distance that is connected to one of the three streams?	As per the CFP, further information including the definitions for these terms will be detailed in a subsequent CFP Addendum.