

**Date & Time of Print: 18/04/2019 13:51:27 – Time Zone: EST – North America  
Eastern Time DST  
Buyer Organization: Government of Ontario**

**Overview**

<b>RFI Code</b>	rfi_811
<b>Title</b>	Invitation to Market Sounding for Employment Services Transformation
<b>Detailed Description</b>	
<b>Status</b>	Running

**RFI Settings**

<b>Online Response Required:</b>	No
<b>Allow Suppliers to Respond by Consortium</b>	No
<b>RFI Publication</b>	18/04/2019 13:02:40
<b>Closing</b>	08/05/2019 17:00:00
<b>Time Limit for Expressing Interest</b>	08/05/2019 17:00:00
<b>Awarding Strategy</b>	No ranking

**Additional Information**

Section		Section Description
RFI Information		
Title	Description	Value Assigned by Buyer
OSS Number		

**Attachments**

Path	Description	Folder Size
root (0)		
The Directory is empty		
Path	Description	Folder Size
root/1. Market Sounding Document (2)		779 KB
Filename	Downloadable	Last Modification Date
Attachment 1 – Market Sounding Document.pdf	Yes	18/04/2019
Attachment 2 – Appendix A -- Suggested Catchment Areas.pdf	Yes	18/04/2019
		Description
		File Size
		432 KB
		347 KB
Path	Description	Folder Size
root/2. Addenda (0)		
The Directory is empty		

**Envelopes**

<b>Qualification Envelope</b>	Yes
<b>Technical Envelope</b>	No
<b>Commercial Envelope</b>	No

**Qualification Envelope**

<b>General Attachments</b>
Allowed

**1. MARKET SOUNDING EXERCISE DETAILS**

Question	Description
Ontario Tenders Portal eTendering System Instructions	<ul style="list-style-type: none"> <li>• For help, Vendors (a.k.a. Respondent) can select the “About Ontario Tenders Portal” link from the OTP eTendering Home page and various help categories are available under the heading titled “For Vendors”.</li> <li>• Once Respondents have registered on the OTP eTendering System, Respondents can log into the system and access the “Vendor Guides” available in the “File Sharing” section.</li> <li>• Should you require further assistance, you can reach the BravoSolution helpdesk at: <ul style="list-style-type: none"> <li>* E-mail: eTenderhelp_CA@bravosolution.com</li> <li>* Phone: 866-722-7390   Direct 484 335-4586</li> </ul> </li> </ul> <p>Refer to Attachment 1 – Market Sounding Document, including but not limited to sections 3 Response and Registration Process and 4 Terms of Reference for details.</p>

Attachment	<p>Download and read the attachment(s) that forms part of the Market Sounding Exercise before submitting your response:</p> <p>1) Attachment #1 – Invitation to Market Sounding for Employment Services Transformation. 2) Attachment #2 – Appendix A: Suggested Catchment Areas</p> <p>The attachments for the Market Sounding Document are located in the "Market Sounding Document" folder, which can be accessed from the "RFx" page, "RFx Details" tab, "Buyer Attachments" section of the OTP eTendering System.</p> <p>Addenda Attachments: Any addenda issued, including Questions &amp; Answers, for to the MSE are located in the "Addenda" folder, which can be accessed as noted above.</p>
Subject	Market Sounding Exercise for Employment Services Transformation
Leading Ministry	Ministry of Training, Colleges and Universities
General Enquiries	Please email <a href="mailto:estransformation@ontario.ca">estransformation@ontario.ca</a> for general questions about the employment service transformation.
MSE Enquiries	<p>For questions relating to the Market Sounding Exercise (MSE), you are encouraged to submit your questions through the "Messages" functionality on the Ontario Tenders Portal, under Tender_#11235.</p> <p>Alternatively, you may also contact:</p> <p>Doris Poon, Senior Procurement Consultant Strategic Procurement Services Branch, Supply Chain Ontario E-Mail: <a href="mailto:doris.poon@ontario.ca">doris.poon@ontario.ca</a></p>
Timelines	<ul style="list-style-type: none"> <li>• Market Sounding Document Release: April 18, 2019</li> <li>• Deadline for Respondents to submit questions about the Market Sounding Document: May 2, 2019 at 5:00pm (Toronto time)</li> <li>• Respondent submission and registration deadline: May 8, 2019 at 5:00pm (Toronto time)</li> </ul> <p>Dates and times are subject to change at the Ministry's discretion. All potential Respondents that have registered and downloaded the Market Sounding Document will be notified of any changes through the OTP.</p>
Response Submission Instructions	<p>Respondents shall complete and save responses to all of the required sections of the Qualification Envelope. Qualification Envelope is a generic term within the OTP system and for this particular engagement, it is used to receive Respondents' Responses to the Market Sounding Exercise.</p> <p>Respondents must click "SUBMIT RESPONSE" and confirm this action by clicking "OK" to submit their Response to the Ministry.</p> <p>Responses submitted through the OTP online messaging function will not be accepted.</p>

### RESPONSE FORM

Question	Description	Question Type
Instructions for Response Form	Respondents interested in attending the Market Day must complete the following Response Form and submit on the OTP prior to deadline as set out in Section 1.1.7 Timelines. Although it is the Ministry's intent to provide all interested Respondents with an equal opportunity to attend the Market Day; capacity constraints may limit the number of attendees. Based on the level of interest for attending the Market Day, the Ministry will register Respondents on a "first-come first serve" basis. Please note there is a maximum of two (2) attendees per Respondent organization.	
Respondent Entity	Enter the registered legal business name of the Respondent and any other name under which it carries on business.	Text
Respondent Address	Enter the Respondent's mailing address and other contact information	Text
Respondent's Primary Contact	Enter the name of a primary contact responsible for this Response, including contact's job title, direct E-Mail and telephone.	Text
Respondent Entity	<p>Indicate whether the Respondent is an Individual, a Sole Proprietorship, a Corporation, a Partnership, a Joint Venture, a Consortium (an incorporated consortium or a consortium that is a partnership), or other legally recognized entity.</p> <p>Please select one of the options listed.</p>	Options List
Respondent Sector	Indicate whether the Respondent is representing one of these sectors: Municipalities, Non-Profit, Private, Other	Options List

Market Day – Activity Sign Up	Indicate the Market Day activities you are interested in participating (Select all that applies): 1a) Information Session  1b) Facilitated Networking Opportunity: The Ministry encourages partnership and collaboration and is providing Respondents with an opportunity to present an overview of their organization to attendees (about 5–7 minutes timeslot per Respondent).  2) One-on-One Meetings with the Ministry: Respondents interested in participating in a one-on-one meeting must select this option for the Ministry to schedule a time-slot for their respective meeting. Meetings should focus on one of the key market engagement themes. Note that presentations for One-on-One Meetings are optional.  Respondents that do not select the option to meet with the Ministry in a one-on-one meeting will not be provided with one. Although it is the Ministry's intent to provide all interested Respondents with an equal opportunity to participate in the activities of choice, time constraints may limit the sessions that can be successfully facilitated. Based on the level of interest and number of Respondents for each activity, the Ministry will schedule these sessions on a first come first serve basis.	Multi Choice Options List
Market Day – Facilitated networking Opportunity	Further to question 1.2.7, if you selected to take part in the Facilitated Networking Opportunity session during the Market Day, please indicate at least one of the key theme topics for your presentation.  To be considered, your presentation for the Facilitated Networking Opportunity must be uploaded under the General Attachments section of the OTP, under Tender# 11235 by the Registration Deadline.	Multi Choice Options List
Market Day – One-on-One Meetings	Further to question 1.2.7, if you have selected to take part in a One-on-One meeting with the Ministry as part of the Market Day, please indicate in the options list if you have opted to provide a presentation and if so, on which of the key theme topic(s) (please select all that apply, minimum one theme).  Each meeting will be up to one hour in duration. To ensure fairness and equity, Ministry-provided answers to Respondent questions will be supplied to all Respondents. Presentations for one-on-one meetings do not need to be submitted by the Registration Deadline. More details on how to submit these presentations will be provided after the Ministry's review of the Responses.	Multi Choice Options List
Market Day Participants	Further to question 1.2.7, if you have selected to participate in Market Day, please provide the Name(s), telephone number(s), and E-Mail address(es) and titles within the organization of the person(s) who will attend the Market Day. (Limit of 2 attendees per Respondent).  If you have submitted a written Response but will not be taking part in Market Day, type "not applicable".	Text
Teleconferencing & Other Requirements	Do you intend to participate in Market Day activities remotely via webinar? Also, provide any details pertaining to special accessibility accommodations.	Text

## QUESTIONS

Question	Description	Question Type
Instructions	To register for Market Day, you must respond to the themed questions below. Your answers will be used to help us prepare and facilitate the discussion during the Market Day, as well as inform the potential, subsequent procurement activities. Please provide a response for all key themes – the questions are for discussion purposes only.  No Respondent may incorporate into their responses, any ideas, information or content that is confidential or proprietary in nature, or otherwise imposes any restriction on their use by the Ministry in a manner reasonably contemplated by this document, including disclosure to third parties by the Ministry without consent or restriction.	
Text Responses	Text responses allow up to 2,000 characters (including spaces and punctuation) to be entered for each question. Please note that marketing, sales and promotional materials will not be accepted and may be disregarded.	
THEME #1	CATCHMENT AREAS	
Background & Objective	The province is testing catchment areas in alignment with Statistics Canada Economic Regions, potentially using Census Divisions for areas with high population density and one online service delivery channel. An online service delivery channel could be a solution for serving clients with fewer barriers to employment. There are 11 Economic Regions across Ontario and 49 Census Divisions. A map of potential catchment areas can be found in Appendix A. EO data can be found on: <a href="http://www.eo-geohub.com/">http://www.eo-geohub.com/</a> . It should be noted that Census Division boundaries mostly align with the 47 Consolidated Municipal Service Manager and District Social Services Administration Board boundaries across the province.  Objectives: <ul style="list-style-type: none"> <li>• Determine the level of interest for operating in potential catchment areas</li> <li>• Identify unique requirements for the potential catchment areas</li> </ul> With these objectives in mind, please respond to the questions below.	
Question	Description	Question Type
Catchment Area Q1	Please identify the top three catchment areas in which your organization would be most interested in managing services. Why are you interested in these areas? Why are you interested in these areas above other areas?	Text
Catchment Area Q2	What are some of the service delivery challenges that you would anticipate if your organization were the Service System Manager for the area(s) identified in the previous question?	Text
Catchment Area Q3	Is your organization interested in managing more than one catchment area? Why or why not?	Text
Catchment Area Q4	Do you have any feedback on the overall approach to Catchment Areas described above?	Text
Question	Description	Question Type
THEME #2	SERVICE SYSTEM MANAGER (SSM) DEFINITION	

Background & Objective	<p>The Ministry defines a Service System Manager as a third-party organization that designs and manages service delivery and is responsible for operating and achieving outcomes in a defined catchment area.</p> <p>In the new service delivery model, the Ministry will not hold contracts with service providers (as it currently does). Instead the Ministry will contract with Service System Managers, which will then hold contracts with individual service providers in their catchment area(s). This means the new service delivery model will organize service delivery and management between two distinct levels: the service provider and the Service System Manager. There will be an expectation for Service System Managers to incorporate the National Employment Service Functions and Labour Market Information (LMI)*, including Job Bank, as part of their service delivery model. As part of the new model, the Ministry will transition to a system stewardship role that entails ongoing, active engagement, collaboration and oversight of the Service System Managers.</p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>• Obtain feedback on the definition of Service System Manager</li> <li>• Identify the roles and responsibilities of Service System Managers and the Ministry (as a system steward)</li> </ul> <p>With these objectives in mind, please respond to the questions below.</p> <p>*<a href="https://www.canada.ca/en/employment-social-development/programs/training-agreements/lmda/on-agreement.html">https://www.canada.ca/en/employment-social-development/programs/training-agreements/lmda/on-agreement.html</a></p>	
Question	Description	Question Type
SSM Definition Q1	Based on your experience, how much flexibility over service providers and service solutions do you think is necessary for a Service System Manager to be able to meet required outcomes?	Text
SSM Definition Q2	Service System Managers typically oversee a network of service providers; however, some Service System Managers may be interested in delivering services directly. Is your organization interested in direct service delivery? If yes, why is direct service delivery a necessary requirement?	Text
Question	Description	Question Type
THEME #3	SERVICE SYSTEM MANAGER (SSM) SELECTION PROCESS	
Background & Objective	<p>The Ministry plans to select Service System Managers through a new, competitive process. As such, vendors will be expected to demonstrate their interest, capacity, and experience related to the delivery of employment services when submitting a bid.</p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>• Determine the information and data required for vendors to participate in the Service System Manager selection process and submit a bid.</li> <li>• Identify considerations around the balance of transformation and stability for the new model.</li> <li>• Identify the timeframe, activities and deliverables for building Service System Manager capacity.</li> </ul> <p>With these objectives in mind, please respond to the questions below.</p>	
Question	Description	Question Type
SSM Selection Process Q1	The service delivery model will employ a competitive process to select Service System Managers. What would your organization need to participate in this process (e.g., time, approvals, client and budget information, unique organizational considerations, etc.)?	Text
SSM Selection Process Q1a	a. How can the Ministry assist you? What information/other supports would you require?	Text
SSM Selection Process Q1b	b. Do you have specific recommendations for how the competitive process should be structured?	Text
SSM Selection Process Q2	What strategies would you use to ensure the least disruption to clients during the transformation?	Text
SSM Selection Process Q3	If you were to compete to become a Service System Manager, would you partner with another organization or organizations? Why or why not?	Text
SSM Selection Process Q4	Given what you know at this point, is your organization interested in participating in a competition to become a Service System Manager?	Text
Question	Description	Question Type
THEME #4	SERVICE DELIVERY MODEL AND SERVICE PROVIDER MANAGEMENT	
Background & Objective	<p>The vision behind the Employment Services Transformation is to reduce fragmentation and duplication between provincial employment systems, to improve client service, increase accountability, and achieve better outcomes for all job seekers and employers. Job seeker types may be defined by various sources of income and/or demographic indicators (e.g., EI eligible, social assistance recipients, people with disabilities, Indigenous, youth, immigrants, etc.). Changes to the delivery model will also support local responsiveness and system efficiency. Please see section 1.2 Vision of Attachment #1 – Marketing Sounding Document, for more information.</p> <p>As part of this work, employment programs for Ontario Works and ODSP will be integrated into EO to create one efficient, cost-effective system that's easy to use, helps all job seekers and better supports employers.</p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>• Design a new service delivery model that is competitive, sustainable, and locally responsive.</li> <li>• Determine how Service System Managers plan to build relationships with the service provider market and community organizations.</li> <li>• Identify innovative technological approaches to service delivery to serve diverse client populations</li> </ul> <p>With these objectives in mind, please respond to the questions below.</p>	
Question	Description	Question Type
Theme #4 – Q1a	a) How would you plan to serve clients who have more intense service needs to achieve employment service outcomes (e.g. people with disabilities, barriered youth, social assistance recipients, etc.)?	Text
Theme #4 – Q1b	b) How would you ensure services and locations are fully accessible for clients?	Text
Theme #4 – Q2	To support the transformation, an integrated case management system will be built to support a seamless client experience. In addition to supplying an integrated case management solution, the Ministry is considering the development of an online channel to support clients through their employment journey. What should be considered when developing this approach and what solutions currently exist that could be leveraged?	Text

Theme #4 - Q3	The service functions under the new service delivery model relate to job search and placement, case management and service planning, and specialized services and supports. Consideration is also being given to other service functions in the employment and training system that would be needed to achieve client outcomes, such as literacy and essential skills training and supports. What other service functions are needed for the Service System Manager to succeed and achieve employment outcomes? What service functions need to be delivered/coordinated together?	Text
<b>Question</b>	<b>Description</b>	
Other Questions	Respondent Questions to the Ministry	
<b>Question</b>	<b>Description</b>	<b>Question Type</b>
Respondent Questions to Ministry	You are encouraged to enter questions you may have for the Ministry here. Similar questions will be combined and the Ministry will make every effort to address your inquiries during the Market Day. Your questions will be made anonymous.	Text

#### Authorized Signing Representative

<b>Question</b>	<b>Description</b>	
Acknowledgement of Terms	The Respondent understands and agrees to the Market Sounding Exercise and the Terms of References in the Market Sounding Document.	
<b>Question</b>	<b>Description</b>	<b>Question Type</b>
Authorized Signing Representative	Enter the Name of the Authorized Signing Representative.  I, the individual indicated above, acknowledge and confirm that I understand the terms and conditions of participating in this Market Sounding Exercise.	Text
Title of authorized Signing Representative	Enter the Title of the Authorized Signing Representative.	Text
E-mail Address and Telephone Number of Authorized Signing Representative.	Enter e-mail address and telephone number of the Authorized Signing Representative.	Text