

b. Employer and Worker Services:

- i. Sector-Focused Recruitment (Including Orientation and Service Planning)
- ii. Sector-Focused Pre-Employment Services ("Soft Skills Training")
- iii. Sector-Focused Essential and Technical Skills Training ("Hard Skills Training")
- iv. Sector-Focused Employment Services (Including Job Matching and Development)
- v. Sector-Focused Retention and Advancement Services and Ongoing Case Management

The Recipient will ensure that all of the activities under the following Project component(s) and its/their subcomponents are delivered:

a. Partnership Development and b. Employer and Worker Services

The Recipient may work with delivery partners to undertake any Project activities under the Project component(s) and subcomponents as required, or the Recipient may deliver all of the component(s) and subcomponents directly.

7. Partnership Development

a. Partnership Building and Employer Needs Determination

Under this project subcomponent, the Recipient will:

- i. Conduct outreach activities with SAO employers to:
 1. Build trust across sector or industry employers and understanding of their alignment of interest; and
 2. Raise awareness of potential benefits of SAO and how it aligns with employers' business interests;
- ii. Establish open and inclusive planning of workforce development priorities with sector and industry employers and associations, including the development of key success indicators by
 1. Complementing planning with effective governance, communication structures and approaches between SAO employers, advisory committee and delivery partners;
- iii. Develop and validate occupational and skills needs amongst SAO employers, which includes:
 1. Mapping and inventorying in-demand occupations, required competencies and credentials and technical and essential skills requirements; and
 2. Identifying specific and projected vacancies or advancement opportunities across SAO employers;

- iv. Identify knowledge, experience and other resources, such as cash or in-kind contributions by SAO employers that can be leveraged to achieve shared goals and outcomes;
- v. Where applicable, enter into contractual arrangements with delivery partners and SAO employers for the development and delivery of employment and training services;
- vi. Develop employment and training service curriculum and delivery approaches that reflect knowledge of the sector's workforce development requirements through:
 - 1. Refocusing employment services to meet employability skills requirements (for example, sector-focused soft skills needs);
 - 2. Developing new training curriculum or revising existing curriculum to meet essential and technical skills needs; and
 - 3. Endorsing sector-focused employment and training services and curriculum by SAO employers and advisory committee;
- vii. Customize employment and training curriculum and delivery approaches to meet the needs of SAO employers by working with them to more fully articulate their training needs for the purposes of customization with the delivery partners and to ensure developed training and delivery approaches continue to meet SAO employers' needs on an ongoing basis; and
- viii. Conduct outreach with other community service providers to build awareness of SAO and to identify potential opportunities to develop connections that link Individuals to employment and training opportunities under SAO.

b. Partnership Sustainment (Management)

Under this project subcomponent, the Recipient will:

- i. Strengthen interpersonal and professional connections amongst SAO employers, advisory committee and delivery partners to encourage continued collaboration, coordination amongst stakeholders and to ensure Participants' needs are met;
- ii. Engage with delivery partners and advisory committee to modify and validate occupational needs and to update the competencies, credentials and skills required for occupations in the identified sectors;
- iii. Modify and refine employment service and skills training curriculum and delivery based on the changing needs of SAO employers; and
- iv. Build up sector and industry capability for partnering, which includes devising strategies, processes and systems for SAO employers to collaborate and partner.

8. Employer and Worker Services Component

Under this project component, the Recipient will ensure all of the services under all of the project subcomponents are made available to Participants and employers,

but the Recipient is not required to deliver the subcomponents in the sequence listed below. Services may overlap with each other, based on needs and circumstance. The degree of support and intensity of each service will vary by Participant and not all Participants will need all subcomponents, or all of the activities within a subcomponent.

a. Sector-Focused Recruitment (Including Orientation and Service Planning):

The objective of this subcomponent is to identify Individuals with employers to receive training and services, to fill identified vacancies, and to lead them to retention in current employment or advancement opportunities.

The Recipient will:

- i. Recruit potential eligible and suitable Individuals for participation and provide orientation to the Individuals;
- ii. Create a case management profile;
- iii. Work together with delivery partners and SAO employers to screen Individuals based on:
 1. Suitability criteria developed for the SAO Project, such as specific physical requirements of the occupation;
 2. Identified workforce development needs such as aptitude for success in essential, technical, and employability skills training; and
 3. Potential fit with workplace culture as determined by the advisory committee; and
- iv. Screen Individuals for participation based on suitability (in particular, for Jobseekers, the Individual would not find employment in the identified sectors without SAO services).

Orientation Activities

The Recipient will:

- i. Conduct interview(s) to assess Individuals' motivation and attitude, employability and, where applicable, current job situation (for example, gauge interest in career advancement);
- ii. Ensure Individuals are made aware of SAO and sector-specific requirements at the employer's job site, if possible, such as:
 1. The requirement to participate in service components based on their needs, including information on time commitments and sector's employment requirements; and
 2. Requirements and conditions of advancement opportunities in the sector, if already employed.
- iii. Assess essential skills and job readiness, based on SAO employer input and training requirements, and support evaluation of learning outcomes (pre- and post-training and intervention);

- iv. Notify Individuals that personal information will be used to contact them for the purpose of monitoring and follow-up; and
- v. Advise Individuals well in advance of additional invasive screening activities used for employment in certain sectors.

Case Management and Access to SAO

The Recipient will:

- i. **For the Individual who is eligible:**
Ensure a case management profile, is created and completed in EOIS-CaMS for the Individual who wishes to proceed with the determination of suitability.
- ii. **For the Individual who is eligible but not suitable for SAO:**
Ensure that the Individual is referred to or provided with information on employment and training programs and services.
- iii. **For the Individual who is eligible and suitable and wishes to proceed with SAO:**
Ensure a service plan is created for Participants indicating registration in SAO.

Service Planning

The Recipient will ensure that:

- 1. The service plan is developed jointly with the Participant and identifies goals as they relate to SAO participation, all Project components and subcomponents the Participant will take part in, any participation supports or referral services the Participant may require to achieve his or her goals, and is updated regularly, as the Participant moves through different Project components and subcomponents to achieve employment and career or advancement goals;
- 2. If the Participant is a social assistance recipient, consent to contact the social assistance case manager or administrator will be obtained in order to support service coordination as required;
- 3. If the Participant is a social assistance recipient, but does not provide consent to contact the social assistance case manager or administrator, advise the Participant that access to participant financial supports and job placement stipend under SAO will not be made available;
- 4. The Participant's case is managed throughout the Participant's involvement in employment and training services; and
- 5. Post-employment follow-up is conducted.

iv. Employability, Essential Skills and Job Readiness Assessment

Ensure that the Participant's employability, essential skills and job readiness are assessed using an assessment tool recommended by the advisory committee.

The Recipient will ensure that:

1. The assessment tool determines Participant's strengths and areas for improvement;
2. The assessment tool measures Participants' progress and their skill level pre- and post- training;
3. The same assessment tool is used for both the pre- and post-training assessments; and
4. The Participants' pre- and post- assessment results of their employability and essential skills training are reported to the Province.

b. Sector-Focused Pre-Employment Services ("Soft Skills Training"):

The objective of this subcomponent is to deliver sector-focused pre-employment services and prepare workers for employment or advancement opportunities in the identified sectors.

The Recipient will ensure that Participants are provided with the following skills using curriculum developed or updated based on sector employers' needs as identified by the advisory committee:

- i. Sector-focused employability skills to obtain, retain and succeed in employment, such as:
 1. Career readiness or soft skills;
 2. Job attainment skills, including preparing a résumé and cover letter, completing a job application, and succeeding in a job interview;
 3. Sector-focused job attainment skills that are identified by advisory committee;
 4. Transferable employability skills required to support their long-term resilience in the labour market; and
 5. Personal attitudinal and behavioural management skills for the workplace, such as teamwork and time management;
- ii. Sector-focused career planning and management skills to retain and advance in employment that can be obtained through activities such as:
 1. Individualized career counselling;
 2. Ongoing career planning;
 3. Personal attitudinal and behavioural management skills coaching such as positive attitude and responsible behaviours; and

4. Sessions on worker rights, including employee duties and employer obligations under the *Employment Standards Act, 2000*, and the *Occupational Health and Safety Act, 1990*.

Curriculum Development Agreement(s) and Training Delivery Agreement(s)

Where the Recipient will develop or update a training curriculum, or deliver training by itself, the Recipient will keep the following documentation:

i. Curriculum Development or Revision

1. Name and description of the curriculum;
2. Date curriculum will be delivered to the Recipient;
3. Credential to be obtained (for example, a certificate);
4. Proof of SAO employer endorsement; and
5. Reports on Project and Participant progress

ii. Training Delivery

1. Name and description of the training;
2. Duration of training;
3. Credential to be obtained (for example, a certificate);
4. Number of Participants to be trained;
5. Reports on Project and Participant progress; and
6. Proof of training delivery in Ontario.

Where the Recipient will work with delivery partners to develop or update the curriculum or deliver training, the Recipient will enter into curriculum or training delivery agreement(s) as outlined below, and provide payments as appropriate.

Curriculum Development Agreement(s):

If an existing curriculum requires revisions or if a new curriculum is to be developed, at a minimum, the curriculum development agreement(s) will include:

- i. Name and contact information of the curriculum developer;
- ii. Name and description of the curriculum;
- iii. Date curriculum will be delivered to the Recipient;
- iv. Credential to be obtained (for example, a certificate);
- v. Proof of SAO employer endorsement; and
- vi. A requirement for the curriculum developer to supply the Recipient with any reports on Project and Participant progress required by the Recipient to meet its reporting, monitoring and evaluation requirements in the Agreement.

Training Delivery Agreement(s):

At a minimum training delivery agreement(s) will include:

- i. Name and contact information of the training provider;

- ii. Name and description of the training;
- iii. Duration;
- iv. Credential to be obtained (for example, a certificate);
- v. Number of Participants to be trained;
- vi. Cost per Participant;
- vii. Training provider refund policies;
- viii. Requirement that the training provider give the Recipient any reports on Project and Participant progress required for the Recipient to meet its reporting requirements to the Province; and
- ix. Proof of training delivery in Ontario.

c. Sector-Focused Essential and Technical Skills Training (“Hard Skills Training):

The objective of this subcomponent is to provide Participants with sector-focused essential and technical skills training based on the needs of employers in the identified sectors (i.e. the skills required to obtain and succeed in the jobs for which vacancies, retention or advancement opportunities are identified by SAO employers and the advisory committee).

The Recipient will ensure Participants are provided with:

- i. Training that integrates essential and technical skills, as required to enter the jobs for which vacancies, retention or advancement opportunities are identified;
- ii. Any required workplace safety training (including certification) required;
- iii. Training opportunities that are short in duration (no longer than six months to accelerate entry to employment and generation of income); and
- iv. Training that will lead to an industry-recognized credential or certificate of completion endorsed by the delivery partners and advisory committee to support resilience in employment.

d. Sector-Focused Employment Services (Including Job Matching and Development):

The objective of this subcomponent is to provide Participants and employers with employment services including job search assistance, job matching and development, job shadowing, job placement, job coaching, screening support, onboarding and workforce retention support.

Participants

Under this subcomponent, the Recipient will ensure Participants are provided with:

- i. Job search assistance services, job coaching and support during the job search process;
- ii. Job matching and development services that identify Participants' skills and occupational interests and potential employment opportunities;
- iii. Job shadowing opportunities that will provide Participants with an understanding of how skills are applied in the workplace by observing existing employees at the workplace perform their jobs. This subcomponent will:
 - 1. Help Participants validate their work interests and skills and identify required workplace accommodation and training needs; and
 - 2. Be of a short-duration, as determined by the Participants and the SAO employer.
- iv. Job placement opportunities that will support Participants in bridging into sustainable employment through:
 - 1. Paid shorter-term experiential learning opportunities for Participants to practice and demonstrate skills learned in a workplace, replicating the work tasks associated with the job, as well as the opportunity to gauge whether the job is a good fit with their employment interests and goals;
 - 2. Offering SAO employers opportunities to gauge and evaluate Participants' skills, readiness for employment, and fit with the sector in advance of hiring; and
 - 3. Mentorship activities (for example, working with employers to identify and support mentors in the workplace, offering mentorship workshops and other activities as determined by the advisory committee).

Job placements are used in instances where there is potential to lead to permanent employment in an identified vacancy or advancement opportunity. Where job placements are used, the Recipient will work with the Participant and the SAO employer on establishing a placement agreement that details a plan and necessary supports required to achieve employment goals. Consistent with other Employment Ontario programs, exceptions may apply for Participants with disabilities.

The Recipient will ensure wages paid to the Participants during job placements meet all requirements under the *Employment Standards Act, 2000*.

Participants may participate in more than one job placement, depending on the vacancies identified by the delivery partners and advisory committee.

The Recipient will conduct at least one site visit prior to any job placements with each SAO employer to confirm the suitability and safety of the workplace.

Should a Participant accept an offer of employment prior to this subcomponent, the Participant is not required to participate in a job placement.

- v. Job coaching that prepares Participants for job placements and employment before the placement; and after the placement is completed, coaching in the form of regular monitoring of progress and ongoing support.

The Recipient will ensure that employment goals stated in the placement agreements are met by both the Participant and the SAO employer and offer the following services as required:

- i. Guidance and direction on the employer's expectations and workplace standards;
- ii. One-on-one, on-site training and support, including orientation to workplace health and safety as required;
- iii. Identifying, preventing and resolving issues as they arise during employment;
- iv. Working with the Participant and the employer to identify and make use of internal and external training as well as career development opportunities that align with the Participant's employment and career goals; and
- v. Building the Participant's work capacity and support on-the-job activities through monitoring activities such as site visits.

Screening Activities

Once the Participant has been matched with job shadowing or job placement opportunities, the Recipient will coordinate the following screening activities in accordance with article 10 in Schedules A and B where the employer advises it is necessary and the Participant has provided consent to same:

- i. Testing for manual dexterity or strength;
- ii. Drug screening; and
- iii. Criminal background checks:
 - 1. The employer reviews the criminal background/police records check to determine if it raises any relevant concerns about employment in the sector. If the record may present a barrier in the hiring process, but arguably does not raise any relevant concerns, the Recipient may advocate on behalf of the Participant (for example, demonstrating how they meet employers' identified needs);
 - 2. If the record raises relevant concerns about employment in the sector, the Participant may not move forward with that particular job shadow, job trial, or job placement;
 - 3. If the barrier is only with a particular employer, the Participant could potentially be matched to another employer in the sector;

4. If the barrier would apply across the identified employment sector, additional service planning by the Recipient and the Participant will be required to identify more appropriate employment goals.

Employers

Under this subcomponent, the Recipient will ensure employers are provided with sector-focused job matching and development services and other required employment services to support workforce development needs including:

- i. Screening services that support SAO employers in determining their workforce needs, screening and identifying Participants who are suitable matches based on their relevant skills, education and interests for any identified vacancies or advancement opportunities;
- ii. Coaching services where the Recipient acts as a liaison between the Participant and the employer, working with both sides to identify and resolve issues, as well as provides employers with assistance in evaluating and monitoring the Participant's job performance and progress; and
- iii. Onboarding and workforce retention support, such as recruitment support, onboarding new hires, and developing retention strategies that will help employers keep talented workers within their businesses.

e. Sector-Focused Retention and Advancement Services:

The objective of this subcomponent is to provide post-employment services to both Participants and employers for one year following the start of employment.

The Recipient will ensure that Participants are provided with sector-focused post-employment services that support Participants in retaining skills, succeeding, and advancing in employment in the identified sector. Post-employment services include ongoing individual case management, mitigation of risks to post-placement success and referrals to wraparound supports as required.

The Recipient will:

- i. Develop a follow-up plan with Participants upon conclusion of their placements, and identify a minimum number and frequency of communication to mitigate any potential risks to employment success;
- ii. Provide sector-focused career planning and management assistance, such as individualized career counselling and ongoing career planning; and
- iii. Sector-focused re-employment assistance, for example,
 1. If a Participant is unable to retain employment with the employer, work with the Participant to identify more appropriate employment opportunities and address any barriers to retention; and
 2. If a Participant is no longer interested in remaining in the sector, provide assistance to identify more appropriate employment opportunities outside of the sector, or refer the Participant to other EO Services.

8. FINANCIAL SUPPORTS

a. Employers

- i. The Recipient will ensure that financial supports:
 - 1. Offset additional supervisory or training costs for mentors to provide supervision to Participants, such that employers will not need to make additional investments to train Participants hired through SAO;
 - 2. Help employers to ensure that conditions are in place to support placement success (for example, adequate integration and supervision or mentorship available to Participants);
 - 3. Are available to employers to support paid release time for Participants to maintain ongoing contact with the Recipient to identify and mitigate risks to their placement success;
 - 4. Do not subsidize the placement Participant's wages; and
 - 5. Are not available to public sector and broader public sector employers.
- ii. The maximum employer support amount per job placement is up to \$1,000 (details of employer supports are set out in Schedule "H" of the Agreement).
- iii. Are reflective of the duration and intensity of support based on need and in accordance with Schedule "H".

b. Participants

- i. The Recipient will ensure that financial supports:
 - 1. Are available to Participants to return for employment services, for example, on a weekly or bi-weekly basis during job placements (details are set out in Schedule "H" of the Agreement);
 - 2. Are available to Participants to address temporary financial barriers to participation in SAO (details are set out in Schedule "H" of the Agreement);
 - 3. Are consistent with other EO programs, where exceptions may apply for Participants with disabilities as set out in Schedule "H" of the Agreement;
 - 4. In the form of job placement stipends (equivalent to the prevailing minimum wage for a maximum of 35 hours per week up to two weeks in duration) are available to Participants to support their first two weeks of a job placement, or employment, bridging the gap between their employment and their first pay cheque;
 - 5. For each job placement is appropriate for each Participant, and reflective of the duration of support;

6. Do not exceed a maximum of \$3,000 for both Participant Financial Supports and the Job Placement Stipend; and
 7. Are not provided to Participants who receive similar supports through other programs, for example under Ontario Works or Ontario Disability Support Program.
- ii. The Recipient will obtain Participant consent to contact and work with the social assistance case manager to ensure that Participants accessing social assistance programs:
 1. Will receive the maximum amount of support appropriate (for example, if the Participant is eligible to receive greater support through work-related benefits than through the Project); and
 2. Will not receive supports concurrently from other social assistance programs to address the same barrier.

Note: Incumbent Workers are not eligible for the job placement stipend.

16. EOIS-CaMS

The Recipient will ensure that EOIS-CaMS is used to support the delivery of SAO, case management of Participants, and reporting of Participant and employer information to the Province.

The Recipient will:

- a. Comply with the Terms and Conditions of the SPRA EOIS-CaMS Registration and any directions and policies provided by the Province relating to the use of EOIS-CaMS;
- b. Use EOIS-CaMS in accordance with the EOIS Case Management System User Management, and EOIS-CaMS Service Provider User guides posted on the EOPG;
- c. Be responsible for all staff who are authorized to use EOIS-CaMS and ensure that only authorized staff have access to EOIS-CaMS and the Reporting Website;
- d. Use EOIS-CaMS to manage Participant cases and report Participant and employer data/information in a timely manner;
- e. Designate at least two staff in their organization who will be assigned the role of service provider registration authority (SPRA);
- f. Ensure that the SPRA is responsible for setting-up and maintaining access for authorized staff.

17. CUSTOMER SATISFACTION

The Recipient will:

- a. Provide 100% of Participants and employers accessing SAO services with a customer satisfaction survey to complete at exit; and
- b. Conduct the survey using questions provided by the Province.

18. MONITORING AND EVALUATION

a. Monitoring

Monitoring, under the Agreement, will be a collaborative effort between the Province and the Recipient. Its aim is to support continuous improvement. Some of the activities that can be expected during the life cycle of an Agreement include:

- i. Activity and financial reporting;
- ii. On-site compliance and evaluation visits;
- iii. Discussions via telephone; and
- iv. Correspondence by mail or e-mail.

b. Evaluation

If requested by the Province, the Recipient will assist the Province in its evaluation and performance management of the Project by:

- i. Contacting Participants and employers on behalf of the Province;
- ii. Contacting other stakeholders on behalf of the Province; and
- iii. Participating in evaluation activities conducted by or on behalf of the Province including surveys, interviews and discussion groups.

19. CUSTOMER SERVICE

Without limiting the generality of section 2.3 of the Agreement, the Recipient shall have comprehensive program management systems that include policies and procedures to ensure the delivery of quality customer services as well as adequate and appropriate human resource, management and administrative support.

The Recipient shall:

- a. Have:
 - i. a customer service charter that is posted and visible to customers;
 - ii. delivery site(s) and facilities and days/hours of operation that are posted and visible to customers;
 - iii. a customer complaint and resolution process in place.
- b. Have, at a minimum, the following three elements in their customer service charter:
 - i. believe in quality service;
 - ii. encourage feedback (compliments or complaints);
 - iii. will follow up on this feedback in a prescribed manner and timeframe.
- c. Ensure that delivery site(s) and facilities reflect customer need, including:

- i. accessible facilities or service provision at an accessible site;
- ii. itinerant and/or mobile services where local need is identified;
- iii. days or hours of operation that reflect customer need.
- d. Obtain the prior written consent of the Province to adjust their delivery site(s), facilities, or days and hours of operation.
- e. Ensure that extended evening and weekend hours of service are offered where there is identified need.
- f. Not be required to offer these services on statutory holidays.

20. DOCUMENTATION REQUIREMENTS

a. Employers:

The Recipient will ensure that its records relating to an employer contain:

- i. Proof of employer's eligibility;
- ii. Documentation of at least one site visit per employer, prior to any placements, to confirm that the employer can provide a suitable and safe workplace environment;
- iii. Employer declaration of WSIB or alternative workplace safety insurance coverage and third party liability insurance;
- iv. A completed SkillsAdvance Ontario Employer Registration form;
- v. Employer profile information, including size, sector and the Participant's occupational profile;
- vi. Information that describes the capacity of the employer and the workplace to provide relevant training;
- vii. A completed, signed copy of the SkillsAdvance Ontario Training Placement agreement;
- viii. An assessment of the employer's ability to fulfill placement commitments and to provide employment to the Participant after the training is completed which may include:
 - 1. Evidence of employer's request for placement supports;
 - 2. Information on placement duration(s); and
 - 3. Evidence of Recipient approval and payment of supports based on the job placement.

b. Participants:

The Recipient will ensure that records for Participants include:

- i. A completed, signed and dated SkillsAdvance Ontario Participant Registration form which contains the Province's notice of collection and the consent to the Province's indirect collection of personal information;
- ii. A statement on file that
 - 1. The Participant's photo identification has been reviewed; or
 - 2. Two pieces of government-issued identification have been reviewed (for example, social insurance number card, birth certificate), if the Participant does not have photo identification available; and

3. Proof of eligibility to work in Ontario has been reviewed (for example, permanent resident card, social insurance card);
- iii. Assessments, service referrals and evidence of progress;
- iv. A clear and achievable service plan for employment and or training;
- v. Rationale to support SAO participation, including suitability and employability information;
- vi. Clear explanations of how service is expected to improve employability;
- vii. Details of financial supports, such as:
 1. Reason for the supports;
 2. Amount of supports;
 3. Confirmation of income level; and
 4. Authorized signature for supports.

21. FACILITIES AND FACILITIES LEASES

a. Facilities

The Recipient will:

- i. Have the ability to deliver the Project in a facility that is readily accessible to all persons, including persons with disabilities; and
- ii. Where services are not fully accessible to persons with a physical disability, have a plan to accommodate these persons by serving them in an accessible location and/or through partnership with another organization.

b. Facility Leases

If relocation or revision of facility arrangements is required, the Recipient will obtain prior written approval from the Province to use the Funds for this purpose prior to entering into agreements or making financial commitments.

22. FRENCH LANGUAGE SERVICES

The Recipient will ensure that the Project is carried out in French, as directed by the Province, including providing the following in French:

- a. Outreach
 - i. Marketing materials (brochures);
 - ii. Outreach strategies developed and conducted;
- b. Verbal Communications
 - i. Telephone;
 - ii. In person, such as interviews, visits, meetings, workshops and information sessions and consultations;
- c. Written Communications

- i. Correspondence such as letters and faxes;
 - ii. Email, interactive databases and Internet;
- d. Signage and Public Notices
 - i. Interior and Exterior;
- e. Forms and Documents
 - i. Stationery;
 - ii. All forms used for identification, certification or application such as licenses, and certificates; and
 - iii. Any document intended for public use.

If the Recipient is not directed by the Province to carry out the Project in French, the Recipient will ensure that individuals requiring French language services are referred to a designated service provider.

23. FORMS

The Recipient will use forms identified by the Province including the following:

- a. SkillsAdvance Ontario Participant Registration form;
- b. SkillsAdvance Ontario Employer Registration form; and
- c. SkillsAdvance Ontario Training Placement Agreement.

These forms are mandatory and cannot be altered by the Recipient.
These forms are available on the EOPG.

The Recipient will develop a separate document if it requires additional information or consents from the Participant.

24. INSURANCE

The Recipient will ensure that:

- a. Employers have sufficient insurance coverage purchased to meet the requirements. Details of the requirements are set out in the Employment Service Guidelines posted on the EOPG under sections 5.11 and 5.12.
- b. Employers comply with the insurance requirements and claims procedures and processes; and
- c. Participants and employers are aware of their workplace safety responsibilities.

25. TRANSFER PAYMENT COMMON REGISTRATION SYSTEM

The Transfer Payment Common Registration (TPCR) system is a mandatory central repository for organizations to register, view, and update their information in order to receive transfer payment funding from the Province. In order to establish a profile in the TPCR, the Recipient will follow the instructions posted on the TPCR system website to:

- a. identify an individual to function in the Administrator role;
- b. identify any additional individuals (Associate Users) who should have access to the organization's profile;
- c. verify the pre-populated information within the TPCR system;
- d. make any additions or edits required; and
- e. keep information up-to-date.

SCHEDULE "D"

BUDGET

Sector Manufacturing and Agriculture

2019-2020

FUNDING CATEGORIES	AMOUNT
Operating Funds	\$-
Financial Supports for Employers and Participants	\$-
MAXIMUM SITE BUDGET	\$-

2020-2021

FUNDING CATEGORIES	AMOUNT
Operating Funds	\$980,778
Financial Supports for Employers and Participants	\$199,000
MAXIMUM SITE BUDGET	\$1,179,778

SCHEDULE "E"

PAYMENT PLAN

The monthly payment amount will be calculated as follows:

Maximum Funds / number of monthly payments *

*The number of monthly payments will be the number of calendar months for which there is Project activity for fiscal year(s) as specified in Schedule "C" Project Description and Timelines.

The last month's payment under this Schedule is subject to a hold back of 15% of the Maximum Funds. If the Funds paid under the Agreement are less than the Maximum Funds, the scheduled payment amount (and hold back amounts) will differ. The hold back will remain at 15% of actual Funds paid.

The funds subject to this hold back will be released by the Province, subject to adjustments as contemplated by the Agreement, upon Project completion. The Project is considered complete when the Province has received and reviewed all reports outlined in Schedule "F"

Pursuant to section 4.2c of the Agreement, the Province may adjust the monthly payment based on the Estimate of Expenditure Reports referenced in Schedule "H". For greater certainty, the Maximum Funds shall not be exceeded.

SCHEDULE "F"

REPORTING

ACTIVITY REPORTS

1. SkillsAdvance Ontario Pilot Start-up Progress Report and Compliance Questionnaire

2019-2020

For March 30, 2020 to May 31, 2020

Due Date: June 21, 2020

Quarterly Status and Adjustment Report (QSAR)

2019-2020

Report 2 January 1, 2020 to March 31, 2020

Due Date: April 20, 2020

2020-2021

Report 1 April 1, 2020 to June 30, 2020

Due Date: July 20, 2020

Report 2 July 1, 2020 to September 30, 2020

Due Date: October 19, 2020

Report 3 October 1, 2020 to December 31, 2020

Due Date: January 18, 2021

Report 4 January 1, 2021 to March 31, 2021

Due Date: April 19, 2021

FINANCIAL REPORTS

2. Estimate of Expenditure Report (EER)

2019-2020

Report 3 for March 30, 2020 to March 31, 2020

Due Date: April 3, 2020

2020-2021

Report 1 for April 1, 2020 to August 31, 2020

Due Date: September 11, 2020

Report 2 for April 1, 2020 to September 30, 2020

Due Date: October 16, 2020

Report 3 for April 1, 2020 to November 30, 2020

Due Date: December 14, 2020

Report 4 for April 1, 2020 to December 31, 2020

Due Date: January 15, 2021

Report 5 for April 1, 2020 to March 31, 2021

Due Date: April 5, 2021

Statement of Revenue and Expenditure Report (SRER)

2020-2021

For the period of April 1, 2020 to March 31, 2021

Due Date: June 14, 2021

3. Auditor's Report, if applicable

For the period March 30, 2020 to March 31, 2021

Due Date: June 14, 2021

4. Report Details

All reports will be submitted on the dates set out above. All reports above, except for the Auditor's Report, will be completed using a template provided by the Province. The templates will be available on the EOPG.

Requirements for the Auditor's Report are set out in Schedule "H".

SCHEDULE "G"

PERFORMANCE COMMITMENTS

Sector Manufacturing and Agriculture

2019-2020

*INTAKE

Participant (Jobseekers) Intake Target	0
Participant (Jobseekers) Placement Target	0
Participant (Jobseekers) Retention Target	0
Participant (Incumbent Workers) Intake Target	0
Participant (Incumbent Workers) Placement Target	0
Participant (Incumbent Workers) Retention Target	0

*Intake Targets are defined in Schedule "B"

2020-2021

*INTAKE

Participant (Jobseekers) Intake Target	60
Participant (Jobseekers) Placement Target	55
Participant (Jobseekers) Retention Target	49
Participant (Incumbent Workers) Intake Target	50
Participant (Incumbent Workers) Placement Target	0
Participant (Incumbent Workers) Retention Target	45

*Intake Targets are defined in Schedule "B"

2019-2021

CUSTOMER SERVICE

PERFORMANCE COMMITMENTS	MINIMUM STANDARD
Customer Satisfaction (Participant/Employer)	85%

2019-2021

PARTNERSHIP DEVELOPMENT DELIVERABLES

ACTIVITIES	COMPLETION DATE
Establish SAO Advisory Committee Governance structure	September 30, 2020
Develop a Sector-focused Recruitment plan (including orientation and service planning)	September 30, 2020
Develop sector-focused curriculum	September 30, 2020
Develop a sector-focused pre-employment services ("soft skills training") framework	September 30, 2020
Develop a sector-focused essential and technical skills training ("hard skills training") framework	September 30, 2020
Develop job matching and job placement plan/arrangements	September 30, 2020
Develop sector-focused employment services and post-employment services plan	September 30, 2020

2019-2021

EMPLOYER AND WORKER SERVICES DELIVERABLES

ACTIVITIES	COMPLETION DATE
Lead delivery partners and SAO Advisory Committee to deliver Project activities	March 31, 2021
Deliver sector-focused recruitment activities (including orientation and service planning)	March 31, 2021
Deliver sector-focused pre-employment services ("soft skills training")	March 31, 2021
Deliver sector-focused essential and technical skills training ("hard skills training")	March 31, 2021
Deliver job matching and job placement activities	March 31, 2021

SCHEDULE "H"

AUDIT AND ACCOUNTABILITY REQUIREMENTS

Note to Auditors and other readers: Schedule "H", the Audit and Accountability Requirements, must be read in conjunction with the Agreement and its other Schedules.

1. Definitions

In this Schedule, the following terms have the following meanings:

- a. **"Capital Assets"** means capital assets (tangible and intangible), are identifiable assets that meet all of the following criteria:
 - i. are held for use in the provision of services, for administrative purposes, for production of goods or for the maintenance, repair, development or construction of other capital assets;
 - ii. have been acquired, constructed or developed with the intention of being used on a continuing basis;
 - iii. are not intended for sale in the ordinary course of operations; and
 - iv. are not held as part of a collection.

Tangible capital assets include land, buildings and equipment.

Intangible capital assets are identifiable non-monetary assets without physical substance.

- b. **"Multi-agreement holder"** means a Recipient that has two or more agreements with the Province within a single region or across more than one region.
- c. **"Project Accounting"** means that, where a Recipient has multiple projects, all costs will be allocated to a specific Project. These costs will then be reconciled with the sources of funding, ensuring accurate accounting. The Recipient may receive funding from multiple sources. For the purpose of Audit and Accountability Requirements, each Project has a separate source of funding. Project Accounting connects Recipient funding with Project activities to effectively track the financial progress of a Project.

2. Funding Categories

a. Operating Funds

Operating Funds are Funds used for direct expenditures related to the day-to-day direct delivery of all of the components of the Project as agreed to with the Province.

No more than 20% of the Operating Funds can be used for the Partnership Development and Sustainment (Management) component.

- i. Costs related to the provision of the Project that can be claimed against Operating Funds include:
 - 1. Staff and management salaries directly associated with the delivery of the Project;
 - 2. Hiring and training of staff (including professional development);
 - 3. Marketing (signage, print/paper/web ads, outreach, etc.);
 - 4. Facilities (rent);
 - 5. Facilities (mortgage payments, but only the interest portion of a mortgage payment is allowed as an operating cost);
 - 6. Funding of Projects undertaken by the Recipient, including the distribution of funds to relevant partners;
 - 7. Accounting services and auditor's fees
 - 8. Administrative costs (as described below, up to a maximum of 15% of the Operating Funds)
 - 9. Partnership Development and Sustainment (Management) (up to a maximum of 20% of Operating Funds)
 - 10. Sector-focused recruitment (including orientation and service planning)
 - 11. Pre-employment service delivery ("soft skills training")
 - 12. Essential and technical skills training ("hard skills training")
 - 13. Employment services (including job matching and placement)
 - 14. Retention services and ongoing case management (post-employment services); and
 - 15. Other direct operating expenditures related to delivery of the Project.
- ii. The Recipient will not use Operating Funds for:
 - 1. Termination, severance costs and bonuses; or
 - 2. Major capital expenditures, such as the purchase or construction of facilities.

b. Administration Costs

Recipients are able to attribute no more than 15% of Operating Funds for administration costs. Administration costs are indirect expenditures necessary for operating an organization but not directly associated with the delivery of the Project. For example, a portion of the salaries/benefits of the Executive Director, IT, and/or financial staff that work for the entire organization but may spend a portion of their time dedicated to administrative functions that support the Project may be claimed as Administration Costs.

c. Financial Supports for Employers and Participants are incremental supports to encourage employer and Participant participation. They are intended to support employers to ensure that the right workplace conditions are in place to support placement Participant success (i.e. adequate integration and supervision/mentoring of the placement Participant); and to support job placement Participants to maintain ongoing contact with service providers to identify and mitigate risks to their placement success.

- i. **Employer Supports** are funds (up to \$1,000 per placement) used to offset the cost of:
- ii. **Lost productivity of workplace mentors** assigned to assist Participants participating in a formal job placement.
 1. The rate for financial support related to mentorship is the assigned mentor's hourly or pro-rated wage, to a maximum of \$20/hour.
 2. The maximum amount payable to support workplace mentorship is equal to 26 hours x the maximum hourly wage of the assigned mentor, the equivalent of up to two hours per week for the three month recommended minimum duration of the job placement.
- iii. **Paid release time** for Participants participating in a formal job placement to return to service providers for employment services on a regular basis (e.g. weekly or biweekly).
 1. The rate for financial support related to paid release time is equal to the Participant's hourly or pro-rated wage, to a maximum of \$20/hour.
 2. The maximum amount payable to support paid release time is equal to the Participant's assigned hours of participation in employment services during regular business hours over the course of a job placement, up to 48 hours.
- iv. **Participant Supports** are funds (up to \$3,000 per Participant) available to address Participants' temporary financial barriers to participation in service components (from intake to completion of job placement).

1. Participant Financial Supports: These are available to all Participants (both Jobseekers and Incumbent Workers) under the following categories:

- a. Transportation;
- b. Food;
- c. Work clothing or uniforms;
- d. Special equipment for work, such as workplace accommodation needs;
- e. Emergency or occasional dependent care;
- f. Employer specific assessments, such as academic assessment, certification charges, language assessment; and
- g. Translation of academic documents.

Consideration of financial supports for Incumbent Workers is based on their current wage rates and the financial burden that is being incurred over and above their regular employment (for example, financial supports cannot be for costs that the Participants already bear with their regular employment)

2. Job Placement Stipend: These are available only to Participants who are Jobseekers to support the first two weeks of job placements or employment to bridge the gap between the start of their employment and their first pay cheque. Job placement stipend will be provided by the Recipient to the Participants as financial support, if required. Job placement stipend is not intended to subsidize or supplement wages for the job placements paid by the employers and is equivalent to the prevailing minimum wage for a maximum of 35 hours per week, up to two weeks in duration.

3. Financial Considerations

a. Funds

- i. Recipients' use of Funds is also subject to the following limits:
 1. Operating Funds are allocated against an identified level of service;
 2. In situations of co-location of the Project with other programs and services, Project funds must only be used to cover costs directly related to the delivery of the Project; this must be managed by applying Project Accounting principles;
 3. The Recipient will not transfer funds between budget lines (as set out in Schedule "D" unless it obtains the prior written consent of the Province; and
 4. The Recipient **should not anticipate** additional funds, although the Recipient should discuss any issues with the Province;
 5. Leasehold improvements directly related to the delivery of the Project require prior written approval from the Province.

b. Interest Earned

The Agreement sets out the requirements on Interest Earned.

- i. If the Recipient fails to identify interest earned in the Estimate of Expenditure Report EER(s) and the Statement of Revenue and Expenditure Report, then the following applies:
 1. The Province will deem interest to have been earned based on the average of unspent Funds reported on the EER(s) and the SRER using the current interest rate charged by the Province of Ontario on accounts receivable. This deemed interest amount will be considered revenue of the Recipient for the purposes of the EER(s) and the SRER; and
 2. Such failure will be considered an Event of Default in accordance with section 15.1 of the Agreement.

c. Bank Account

The Agreement sets out the requirements regarding deposit of the Funds into an interest bearing account in section 4.6 of the Agreement.

Although maintaining a separate bank account for Funds received from the Province is not a requirement under the Agreement, it is a strongly recommended practice.

d. Capital Assets

The Recipient is not required to report capital asset expenditures to the Province. However, the Recipient will maintain a separate record of capital asset expenditures for audit purposes in accordance with Article 7.2 of the Agreement.

e. Disposition of Assets

The Agreement sets out the requirements on Disposition of Assets.

Any money earned on the disposition of assets will be reported on the SRER (and any other reports specified by the Province) in the period when disposition of the asset occurs.

f. Deficits

The Recipient is accountable for managing the Funds and required to remain within its approved site allocations (per Schedule "D" of the Agreement). The Recipient will request prior written approval from the Province for an anticipated over-expenditure. Each request will be individually evaluated. The Recipient will

enclose copies of overspending approval documents from the Province with their financial reports (for example, EER or SRER as requested by the Province).

g. Tax Rebates

Reporting Province program expenditures net of tax rebates:

The Recipient will report all program expenditures net of any tax rebates or input tax credits.

h. Sample

Amount Recipient spent on goods/services		\$100.00
Amount of tax paid (example 13%)	\$13.00	
Less amount of tax rebate claimed (where rebate equals 80%)	<u>-\$10.40</u>	
Amount of tax expenditure	<u>\$ 2.60</u>	
Amount reported as Province Project expenditure		<u>\$102.60</u>

4. Instructions for Reports Required

Reports are complete if they are signed by a person with authority to bind the Recipient. Payments will be delayed if complete Reports are not received by identified due dates as directed by and in the form requested by the Province posted on the Employment Ontario website.

a. Estimate of Expenditure Report (EER)

The Recipient will submit to the Province Estimate of Expenditure Reports (EER) as required **in accordance with the instructions set out in Schedule "F"**. Each EER must identify the total expenditure for the defined period for each site using the best information available at the time, as well as the forecast of expenditures at March 31 of each year of the Agreement.

The Province will provide the Recipient with a template for the EER posted on the EOPG. The Recipient will complete the EER as directed by and in the form requested by the Province.

The Province may adjust payments based on each EER received during the year.

b. Statement of Revenue and Expenditure Report (SRER)

The Recipient will submit to the Province Statement of Revenue and Expenditure Reports (SRER) as required **and in accordance with the instructions set out in Schedule "F"**. The SRER is used as the basis for the Province's annual Reconciliation Report.

The Province will provide the Recipient with a template for the SRER posted on the EOPG. The Recipient will complete the SRER as directed by and in the form requested by the Province.

The SRER will verify that:

- i. Funds have been applied to costs directly related to the Project;
- ii. Funds received or expended in prior years for a similar project have not been included;
- iii. Funding and expenditures from other sources have not been included in the Report;
- iv. Project reported expenditures are net of tax rebates, credits and refunds referred to in section 4.9 of the Agreement;
- v. Shared costs have been properly apportioned to the Project using Project Accounting principles;
- vi. Interest earned on Funds has been credited to the Project;
- vii. Money earned on the disposition of assets has been credited to the Project and maintained in an interest-bearing bank account; and
- viii. Funds that were provided to the Recipient before the Recipient's immediate need for them were placed in an interest-bearing bank account in the name of the Recipient at a Canadian financial institution.

c. Auditor's Report

The Recipient will obtain an Auditor's Report when the Maximum Funds (set out in Schedule "B" of the Agreement) total \$150,000 or more. The audit of all SRERs will be conducted by an external auditor in accordance with Canadian Generally Accepted Auditing Standards. The auditor should verify, at a minimum, that proper and distinct accounts and records are maintained for program funds/expenditures by each budget line. The Auditor's Report will include an opinion on the SRER.

A copy of the full Auditor's Report will be submitted to the Province directly from the auditor.

An Auditor's Report is not required for Recipients who are:

- i. District School Boards or school authorities as defined in the Education Act, R.S.O. 1990, c. E2, as amended;
- ii. Universities established in Ontario that receive regular and ongoing operating funds from the government for purposes of post-secondary

- education;
- iii. Colleges of Applied Arts and Technology as defined in the Ontario College of Applied Arts and Technology Act, 2002. S.O. 2002, c. 8 Sch. F, as amended; or
- iv. Municipalities in Ontario as defined by the Municipal Act, 2001. S.O. 2001, c. 25, as amended.

Important Note: If additional details or corrections are necessary on the SRER, the Recipient's external auditor must verify any revisions in writing. The Province cannot accept unaudited information provided by a Recipient in support of their SRER.