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City of Windsor	West Program Office 1 (South West)
County of Bruce	West Program Office 1 (South West)
County of Grey	West Program Office 1 (South West)
County of Lambton	West Program Office 1 (South West)
Municipality of Chatham-Kent	West Program Office 1 (South West)
County of Huron	West Program Office 1 (South West)
City of Brantford	West Program Office 2 (Hamilton Niagara)
City of Hamilton	West Program Office 2 (Hamilton Niagara)
Norfolk County	West Program Office 2 (Hamilton Niagara)
Regional Municipality of Niagara	West Program Office 2 (Hamilton Niagara)
County of Oxford	West Program Office 2 (Hamilton Niagara)
City of Toronto	Toronto

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	Performance Outcomes Risk Assessment												
2													
3	<ul style="list-style-type: none"> The objective of the Performance Outcomes Risk Assessment Template is to provide Social Assistance (SA) service delivery sites with a systematic approach through consistent structures and processes for proactively managing performance outcome risks. 												
4													
5	<ul style="list-style-type: none"> Provides SA delivery sites and the ministry a platform for collective monitoring of mitigation strategies to manage areas of high risks related to client success. 												
6													
7	<ul style="list-style-type: none"> This template is to be used by SA delivery sites to identify, assess, document and mitigate performance outcomes risks as well as report back on high risks. 												
8													
9	The Performance Outcomes Risk Management Process												
10													
11	Service Planning				Review and Analysis				Monitoring				
12	1. Ministry provides template via TPON.				The Ministry:				1. Ministry develops and provides sites with questions to be used for testing high risk mitigation strategies.				
13	2. SA delivery site completes template as per Instructions tab.				1. Receives completed templates from service delivery sites.				2. SA delivery sites test mitigation strategies to ensure they are working and submit results to ministry.				
14	3. SA delivery site leverages and includes high risks in the service planning Logic Model.				2. Consolidates and analyzes data.				3. Ministry summarizes results and shares with SA delivery sites for future reference/best practices.				
15	4. SA delivery site uploads completed template to TPON along with rest of service contract package.				3. Identifies areas for testing.				4. As needed, ministry works with SA delivery sites to discuss and agree on a plan of action or next steps.				
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22													
23	Refer to the Instructions tab for a step-by-step on completing tabs 1 and 2												

Risk Assessment Tab	
Columns	Prepopulated Risk Descriptions
A	List of interim outcomes reflecting shift to MLITSD.
B	The Risk Tracking Number for each of the Risk Descriptions.
Columns	Instructions
C	Review the prepopulated performance outcome risk descriptions.
D	Use the drop down menu to select and assign a value from 1 to 5 for the 'Likelihood' of each risk occurring.
E	Use the drop down menu to select and assign a value from 1 to 5 for the possible 'Impact' if the risk occurred.
F	The template will automatically calculate the risk 'Priority Rating' and colour code it as Low, Medium, Medium-High or High.
G	The template will automatically calculate the 'Inherent Risk Level' to indicate if it is Low, Medium, Medium-High or High.
Mitigation for High Risks Tab	
Columns	Instructions
A	The Risk Tracking Numbers for each of the Risk Descriptions are prepopulated.
B	The list of Risk Descriptions associated with each of the performance outcomes are prepopulated.
C	The template will automatically carry over the 'Inherent Risk Level' calculated from the Risk Assessment tab, but it will only colour code the "High" risks to make them easy to distinguish.
D	Only for the risks ranked 'High', enter the name of the "Risk Owner", the person assigned to determine how to mitigate a specific risk, take appropriate action and monitor the risk.
E	Only for the risks ranked 'High', document if there are existing controls and processes in place to mitigate the risk.
F	If there are no existing controls or if the current controls are not sufficient, the risk owner develops and enters mitigation strategies only for the risks ranked 'High'. Mitigation strategies should be SMART (Specific, Measurable, Achievable, Realistic, and Time-bound) and at a high level, detail how they will reduce the likelihood and impact of the risk.

Assessment Criteria within tab 3 provides the OPS Risk Assessment Methodology Placemat

Inherent Performance Outcomes Risk Assessment
 (Assess the natural level of performance outcomes risk built-into the system, process or activity)

Inherent Performance Outcomes Risk Assessment (Assess the natural level of performance outcomes risk built-into the system, process or activity)							
A	B	C	D	E	F		G
Interim outcomes reflecting shift to MLITSD	Risk tracking number	Risk descriptions have been pre-populated for consistency.	Risk Likelihood: 1. Rare 2. Unlikely 3. Possibly 4. Likely 5. Almost certain	Risk Impact: 1. Insignificant 2. Minor 3. Moderate 4. Major 5. Critical	Risk Rating = Likelihood X Impact		
					Level	Score	How the Risk Should be Managed
					High	20+	Significant management attention required.
					Medium - High	11 to 19	Ongoing management review and discussion is necessary.
					Medium	5 to 10	Limited management review required.
Low	1 to 4	Risk can be managed through existing oversight/routine procedures.					
Performance Outcome	Risk Number	Risk Descriptions	Likelihood (1 to 5)	Impact (1 to 5)	Priority Rating (Likelihood x Impact)		Inherent Risk Level
1.0 Ontario Works adults and ODSP non-disabled adults with participation requirements have an Action Plan	1.1	Policies and procedures in place to create an action plan with a client not easily understood by staff.	1	1	1		Low
	1.2	SA staff and clients are not aligned with the goals/support services that will support the client towards employment readiness.	1	4	4		Low
	1.3	Action plan discussion (i.e. goals/support services) is not easily understood by clients.	2	1	2		Low
2.0 Ontario Works adults and ODSP non-disabled adults with participation requirements are referred to Employment Ontario (EO)	2.1	Inconsistent understanding between SA staff and client on their readiness to be referred to Employment Ontario.	3	1	3		Low
	2.2	Determination of client's readiness for employment services by SA staff differs from SSM's assessment.	1	1	1		Low
	2.3	Client's barriers/needs have not been addressed prior to referral to Employment Ontario.	5	1	5		Medium
Ontario Works Adults and NDA with participation requirements have an Action Plan	2.4	Clients may agree to Action Plan goals and activities as they know it's how they get to receive funds	4	1	4		Low
Ontario Works adults and NDA with participation requirements are referred to EO	2.6	Referrals take considerable time to be made.	4	5	20		High
Ontario Works adults and NDA with participation requirements are referred to EO	2.7	Community Resources and Supports are not sufficient to effectively meet the needs of people served to support referrals to EO	5	4	20		High
Ontario Works adults and NDA with participation requirements are referred to EO	2.8	Referral Return rates from EO due to lack of contact higher than expected average	3	4	12		Medium High
Ontario Works adults and NDA with participation requirements are referred to EO	2.9	SSM process to receive benefits isn't timely, efficient, supportive, responsive, streamlined to support clients referred to EO	5	5	25		High

Highest Inherent Risks

Develop Mitigation Strategies for 'High' risks from the Risk Assessment (Tab 1)

A	B	C	D	E	F
Risk Number	Risk Descriptions	Inherent Risk Level (Tab 1)	Risk Owner	Description of Controls/Processes Already in Place or None ?	If nothing in place, develop a mitigation plan and provide details including dates:
1.1	Policies and procedures in place to create an action plan with a client not easily understood by staff.	Low	Management		
1.2	SA staff and clients are not aligned with the goals/support services that will support the client towards employment readiness.	Low	Management		
1.3	Action plan discussion (i.e. goals/support services) is not easily understood by clients.	Low	Management		
2.1	Inconsistent understanding between SA staff and client on their readiness to be referred to Employment Ontario.	Low	Management		
2.2	Determination of client's readiness for employment services by SA staff differs from SSM's assessment.	Low	Management		
2.3	Client's barriers/needs have not been addressed prior to referral to Employment Ontario.	Medium	Client Services Workers	Staff connect with EO office in advance of any referral that may be considered multi-barriered however the person is supportive of the referral. Action Plans may be updated and adjusted at any time should a person's readiness or capacity to meet shorter term goals are affected.	
2.4	Clients may agree to Action Plan goals and activities as they know it's how they get to receive funds	Low	Client Services Workers		
2.5	Referrals take considerable time to be made.	High	Client Services Workers	People served are multi-barriered, people on caseload are high acuity and need significant time before referrals can reasonably be made.	Calendar system - discussion, book appointments by our CSW, better to get process in place to work, this is a mitigation as system in place isn't followed, issue is with SSM and EO
	Referral Return rates from EO due to lack of contact higher than expected average	Medium-High	Service System Manager	Process set up for SSM to connect with CSW after three attempts and there is no contact CSW connects in advance with EO about any person who has multiple barriers	Monthly meetings have been set up with the EO provider to address lack of contact from EO staff to CSW's for lack of contact - we have not been contacted prior to returning referral Calendar process to be developed, implemented and reviewed by end of third quarter.
2.7	SSM process to receive benefits isn't timely, efficient, supportive, responsive, streamlined to support clients referred to EO	High	Service System Manager	Coordination of benefits with EO Partner whenever possible - Staff referring to the EAP notes	small amount of funding OEEAAB
	Community Resources and Supports are not sufficient to effectively meet the needs of people served to support referrals to EO	High	Community		CCRC support, under stability support, sit on committees, CSWB, meet and communicate needs and gaps, keep our resources update in SP, share info about services Pull and Push, CSW's have own systems for knowing services, change in interview rooms

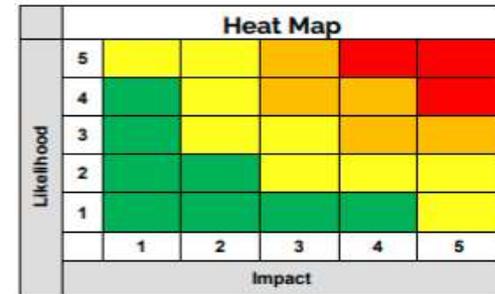
What is a risk?

Risk is the effect of uncertainty on objectives. It can be characterized as either a potential negative (threat) or positive (opportunity) consequence or event that deviates from an expected outcome.

Likelihood*			
Assessment	Level	Description	Probability
Rare	1	Risk event is very unlikely to occur in most circumstances.	<10%
Unlikely	2	Risk event is unlikely to occur in normal circumstances.	11% - 30%
Possible	3	Risk event may occur in certain circumstances.	31% - 50%
Likely	4	Risk event is likely to occur in most circumstances.	51% - 90%
Almost Certain	5	Risk event will occur in normal circumstances.	>91%

**Likelihood should consider the appropriate timeframe for the objectives and related products.*

Impact		
Assessment	Level	Description
Insignificant	1	A risk event that, if it occurs, will have a little or no impact on achieving outcome objectives.
Minor	2	A risk event that, if it occurs, will have negligible/inconsequential impact on achieving desired results, to the extent that one or more stated outcome objectives will fall below goals but well above minimum acceptable levels.
Moderate	3	A risk event that, if it occurs, will have limited impact on achieving desired results, to the extent that one or more stated outcome objectives will fall well below goals but above minimum acceptable levels.
Major	4	A risk event that, if it occurs, will have an extensive impact on achieving desired results, to the extent that one or more stated outcome objectives will fall below acceptable levels.
Critical	5	A risk event that, if it occurs, will have an excessive impact on achieving desired results, to the extent that one or more stated outcome objectives will not be achieved.



Risk Rating = Likelihood x Impact		
Level	Score	Recommended Response
High	20-25	Risk management requires significant senior executive/board decision makers attention. Mitigating actions should be tracked and monitored frequently and reported to senior leadership.
Medium - High	11-19	Risk management requires ministry senior leadership attention. Mitigating actions should be tracked, monitored and reported to senior leadership.
Medium	5-10	Risk can be managed by risk owner(s). Controls should be reviewed to determine whether additional action should be taken.
Low	1-4	Risk can be managed using controls already in place. No mitigation efforts required.
 Risks levels above are rated on a residual basis (i.e. factoring in all existing controls already in place).		