

To: Standing Committee on Public Accounts c/o Trent Wotherspoon, Chair

Good afternoon,

Please find attached the ICT responses to the PA Committee follow up questions.

Let us know if you need anything else.

Thanks,

Whitney Gratias

[Government of Saskatchewan](#)

Acting Manager, Executive Operations

Deputy Minister's Office, Immigration and Career Training

8th Floor, 1945 Hamilton Street

Regina, Saskatchewan, CANADA, S4P 2C8

Cell: (306) 510-3545



[SaskJobs - Facebook](#) | [SaskJobs – YouTube](#) | [Saskatchewan Immigration - YouTube](#)

Confidentiality Notice: This e-mail was intended for a specific recipient. It may contain information that is privileged, confidential or exempt from disclosure. Any privilege that exists is not waived. If you are not the intended recipient, do not distribute it to another person or use it for any other purpose. Please delete it and advise me by return e-mail or telephone. Thank you

Public Accounts Committee Meeting: Follow-Up Questions

Outcomes Based Contracting:

1. A copy of the outcome-based handbook is required.



Supplier Handbook -
Outcomes Based Con

2. What was the cost of the third-party consultant (MNP) that worked with the Ministry and engaged our third-party service providers on the next iteration of outcomes-based contract management, and why was MNP chosen?
 - *This contract was procured through negotiated Request for Proposal (NFRP) tendering process. The contract's value was \$115,000.00.*
3. ICT paid about \$42.7M over five years to the SBP. What was this for?
 - 2018-19: \$8M
 - 2019-20: \$8.3M
 - 2020-21: \$8.8M
 - 2021-22: \$9.2M
 - 2022-23: \$8.4M

	2018-19	2019-20	2020-21	2021-22	2022-23
Information Technology Costs (Support Services)	3,823,530	4,249,333	4,566,462	4,649,767.95	4,011,480
Accommodations Costs (Rent of Ground, Buildings and Other Spaces)	3,808,406	3,768,529	3,940,478	4,111,097	3,925,527
Other (Minor Maintenance, Postal, Courier, Freight and Related, Other Materials and Supplies)	372,714	306,111	325,944	391,096	512,611
Total	8,004,651	8,323,974	8,832,884	9,151,960	8,449,618

Contract Specific Questions: focused on understanding if the usual public procurement process was used and what the funding was for.

4. Contract with Garven & Associates in 2021-22 for \$200,000. Was a Request for Proposal (RFP) issued and what measures were undertaken to ensure that there was no conflict? What was the funding for?
 - *This contract was procured through a Negotiated Request For Proposals (NRFP) tendering process. This contract was for the vendor to provide 280 site-visits across Saskatchewan, to Saskatchewan Immigrant Nominee Program clients, including entrepreneurs and employers hiring nominees for the purposes of verifying program compliance and providing education about program obligations. There is a conflict of*

interest disclosure incorporated in the NRFP process to declare any conflicts in their proposal.

- *This NRFP process was facilitated by SaskBuilds and Procurement (SBP) and they conducted the Evaluation process based on the Evaluation Criteria and reviewed any potential conflicts of interest based on the following definition:*
 - *GOS may disqualify a Proponent or take any other action it deemed appropriate in its sole discretion, for any conduct, situation or circumstances, determined by the GOS, in its sole and absolute discretion, to constitute a Conflict of Interest.*
- 5. Contract with SaskHotel and Hospitality Association in 2021-22 for \$1M. Was an RFP issued and what measures were undertaken to ensure that there was no conflict? What was the funding for?
 - *An RFP was not issued as this file. Funding was approved through an Order in Council.*
 - *As the hospitality sector was significantly disrupted during the pandemic, the funding was provided to the Saskatchewan Hotel and Hospitality Association to develop and implement a labour market recruitment initiative for the hospitality sector.*
- 6. Contract with Saskatoon Business College in 2021-22 for \$176,000. Was it unusual to provide this funding to a private vocational school, and was this a signal in terms of how funding would be provided for vocational schools in the future?
 - *An Expression of interest (EOI) for the expansion of the Tuition Voucher Program was used to identify potential suppliers. The EOI. The Saskatoon Business College was one of six successful proponents of the EOI.*
 - *The Tuition Voucher Program agreement, covered the tuition and books for individuals who lost their job due to COVID 19. This was a one-time agreement that ran from December 1, 2021, to June 30, 2022.*
 -

Outcomes-Based Contract Management

Supplier Handbook

June 2021



Table of Contents

Introduction	1
Understanding OBCM	1
Supplier Roles in OBCM	7
Incentives and Disincentives	12
Appendix A – Performance Management	13

Introduction

Overview

The Ministry of the Economy (Ministry) uses a contracting process based on the achievement of client outcomes.

Under the Outcomes-Based Contract Management (OBCM) process, the Ministry creates agreements which:

1. Identify specific client outcomes that are being purchased,
2. Incorporate rating criteria and an acceptability standard to ensure that quantifiable improvements are made for clients, and
3. Provide flexibility for suppliers to adopt innovative practices to achieve client outcomes.

Although agreements will include a list of specific client outcomes that must be achieved, the Ministry does not prescribe how the outcomes must be achieved. Suppliers use their expertise to determine which services should be provided in order to achieve the best outcomes for clients in the most effective and cost-efficient manner.

OBCM helps suppliers and government report value for money, manage risk, and achieve specific outcomes for the end client. This means optimizing the efficiency, effectiveness, and economy of the service or relationship described by the agreement; balancing costs against risks; and actively managing the customer–supplier relationship. By allowing suppliers greater flexibility on service delivery, OBCM acknowledges that adjustments or course corrections can be necessary during the life of an agreement to support continuous improvement and achievement of client outcomes.

History of OBCM within the Ministry

An outcomes-based funding framework is not a new concept for Saskatchewan. Agreement templates, training manuals, logic models and related tools have been used by suppliers and government since 1999 to focus labour market activities on results.

In 2013, the Ministry partnered with MNP LLP to improve upon existing practices. A detailed review of the contract process included consultations with suppliers and stakeholders and a comparison of contract processes in Canada and the United States.

The review showed that the Ministry was responsible for the majority of the risk involved in each agreement, because the Ministry was contracting for specific services (i.e., “deliverables”) rather than results. To mitigate risk, the Ministry was placing a high level of scrutiny on each supplier and agreement regardless of the nature of the

work, the amount of funding involved, or the supplier's track record of performance. The approach meant agreements not only defined what outcomes would be achieved, but they also prescribed how they would be achieved. This constrained innovation among suppliers and affected their responsiveness to a changing labour market.

Feedback from suppliers indicated several key areas where contract management could be improved:

- how the Ministry defines and measures outcomes,
- how the Ministry identifies and manages risk, and
- the consistency in how the Ministry manages agreements across the province.

The input and review led to an update of the OBCM process. A key aspect of the approach adopted in 2015 is that it provides suppliers with increased flexibility and responsibility to guide their own service delivery practices in order to obtain results.

In 2020, the Ministry conducted a review of the program and the outcomes, gathering feedback from suppliers and Ministry contract managers. This has resulted in a modification of the outcomes to use in contracting and in some slight changes in how outcomes are measured.

Rationale and Benefits

The primary purpose of OBCM is to improve client outcomes in the most efficient and effective manner. By negotiating specific outcomes directly into each agreement, the suppliers understand what they are responsible for achieving and how their performance will be measured. This ensures that the agreement initiation and conclusion revolve around achieving outcomes for clients. Suppliers also benefit from several core features of the OBCM process, such as:

1. increased flexibility for suppliers to choose the services they provide and to adapt those activities in response to client needs;
2. greater clarity around agreement expectations and supplier responsibilities (e.g. achieving specific outcomes and key deliverables);
3. clear reporting requirements;
4. the introduction of consistent language to describe client progress based on factors that contribute to career growth; and
5. new options to streamline agreement renewal for suppliers with low risk ratings and consistent delivery of outcomes.

The OBCM process presents an opportunity to deliver real benefits to all stakeholders. Ministry clients benefit from agreements that are designed to measure and track outcomes rather than deliverables.

- Suppliers benefit from increased flexibility to deliver services in a manner that best supports client outcomes.

- Taxpayers benefit from a more responsive service system and more streamlined administration of public services.

Definitions

There are several terms used within this document and within the OBCM process that are important to understand. A list of commonly used terms is provided below along with their definitions to avoid any confusion.

Acceptable Level	The minimum standard a supplier must achieve under a contracted outcome in order to be considered successful.
Activities	The actions that are performed by the supplier and the Ministry under an agreement.
Agreement	The contractual document created as a result of the partnership with the Ministry and a Supplier to carry out services. It is the result or product of working through the contract management process.
CSC	Client Service Consultant
Contract Management Process	The process the Ministry uses in creating agreements with Suppliers.
Deliverable	<p>The service that the supplier provides to clients. The deliverable may consist of training, education, information, etc. and is chosen by the supplier in order to produce the identified outcome for clients in the most efficient and effective manner.</p> <p>Deliverables are suggested by a supplier through its proposal or application. The Ministry prescribes the outcomes of the agreement and reviews, negotiates, and approves the deliverables suggested by the supplier.</p>
Employability Dimension	A tool used to define an individual's career status and help to identify their service needs and progress. The Employability Dimensions range from Work/Job Readiness for individuals with basic needs (such as housing) that need to be addressed, to Career Growth for individuals who are employed but want to advance further to reach their desired career goal.
Evidence	Items the Ministry uses to determine whether or not the supplier has achieved the intended outcome. Evidence provides quantifiable information about the supplier's performance during the agreement term.

	Evidence can be both quantitatively and qualitatively oriented. For example, quantitative evidence might be the number of clients employed six months after receiving services (e.g. training). Qualitative evidence of the outcome might be the career potential of the participants and their ability to adapt to various opportunities in the labour market.
Measuring Tool	A report or data source used to obtain quantitative and qualitative performance data (evidence) from the supplier. For example, a measuring tool may include a monthly or quarterly status report from the supplier.
Ministry	The Ministry of Immigration and Career Training
Monitoring Activities	<p>Activities that will be undertaken to monitor the supplier throughout the agreement per expected outcome. These activities are based on lessons learned from previous work with the supplier or similar suppliers and the risk associated with the successful supplier.</p> <p>The risks associated with the content and type of agreement as well as Ministry policy should dictate how frequently the agreement is monitored.</p>
Outcome	<p>The measurable change in a client's actions, attitude, behaviours, knowledge and/or perceptions, which was brought about by the supplier during the agreement. Outcomes are measured in order to demonstrate changes in a client's employment status and progress within the Employability Dimensions.</p> <p>Outcomes are the desired intent or impact of the agreement. They can come in the form of client and project outcomes, as well as program outcomes. Suppliers will be held accountable for achieving the desired outcomes of the agreement by means of supplier evaluation by the Ministry. The services suppliers provide are expected to have impact on the desired outcomes.</p>
Supplier	The legal entity that enters into an agreement with the Ministry to provide a service to clients.

Understanding OBCM

OBCM is a contract management process designed specifically around achieving better outcomes for clients. By approaching contract management with a focus on outcomes, the Ministry focuses more on what suppliers are achieving for clients and less on how they are achieving it. Suppliers have flexibility to determine what services they will provide in order to produce the identified outcomes. The Ministry focuses on ensuring that the supplier's services have produced the outcomes identified in the agreement.

The move to OBCM in 2015 involved introducing new tools to measure and monitor changes in a client's attitude, knowledge, and behaviour that result from a supplier's services. The Ministry adopted an approach that uses the Employability Dimensions to track the career status and progress of clients. Although the emphasis is on ensuring achievement of outcomes, the Ministry continues to review and oversee the supplier's service activities for efficiency and effectiveness, and to identify best practices across the province.

Outcomes Based Philosophy

Prior to the implementation of OBCM, the Ministry identified outcomes for clients and then informed suppliers what key deliverables were necessary. Under OBCM, the Ministry places its main emphasis on ensuring client outcomes. The Ministry also provides more flexibility to suppliers to determine what services are required to achieve good client outcomes.

At the time OBCM was implemented, this represented a philosophical change to more emphasis being placed on what the supplier is achieving for clients (i.e., the outcome) and less on how the supplier was achieving it (i.e., the deliverable). The Ministry remains interested in services that are being provided by the supplier as there is a commitment to find and share promising practices. The Ministry is also obligated to monitor activities on an agreement to ensure that the supplier is providing the services it has agreed to. Under the OBCM process, the Ministry informs a supplier of what specific outcomes are needed and the supplier has the flexibility to suggest what key deliverables are necessary to achieve those outcomes. The final determination of what the key deliverables will be included in the agreement occurs during the negotiation between the supplier and the Ministry.

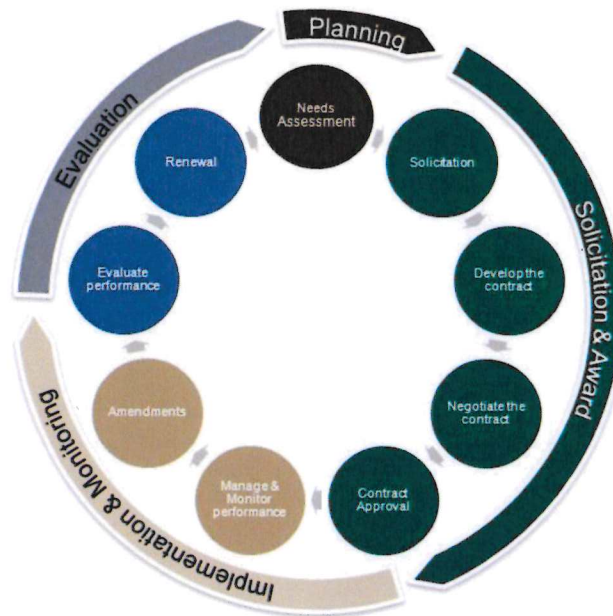
Prior to using the OBCM approach, the Ministry focused primarily on the number of clients that gained employment. At that time, the contracting system was not built to acknowledge progress toward employment or career advancement once they had gained employment. OBCM provides the Ministry with an opportunity to speak with more precision about the career status of its clients and the work being done to address their barriers to lasting employment. By incorporating a series of outcomes for each Employability Dimension, the Ministry and its suppliers are better equipped to document the needs and progress of clients.

Contract Management Model Comparison

	Previous Model	OBCM Process (as of 2015)
Ministry focus	Supplier deliverables	Client outcomes
Who determines the deliverables?	Ministry	Supplier
What will be measured?	Primarily deliverables	Primarily outcomes
Who assumes the risk for ineffective agreements and services?	Ministry	Ministry and supplier

Contract Management Lifecycle

Effective contract management involves a sequence of activities illustrated in the Contract Management Lifecycle diagram below. The level of detail and rigour, and the amount of time required for each of these activities will vary based on the type and complexity of the agreement and associated risks.



Stage One: Planning

During the planning stage the Ministry will consider whether or not there is a need to provide a service. At the completion of this step of the contract management process, the Ministry will have a clear understanding of what outcomes are required (i.e., expected client outcomes and client value), why there is a need, and the value and risk of a third party solution.

This stage involves the following action:

1. Needs Assessment

An assessment is completed to determine if there is a need to contract with a third party for services. At this stage the Ministry is expected to have a clear understanding of what it needs and wants, why it is needed, and the value and risk to the Ministry of having the services delivered by a third party.

Stage Two: Solicitation & Award

During this stage proposals are solicited from qualified suppliers, and the Ministry identifies a preferred supplier. The Ministry and the supplier carry out negotiations to come to agreement on the terms of the agreement using an agreement template with specific details in a standard form. The agreement is signed by the Ministry and supplier.

This stage involves the following actions:

2. Solicitation

The objective of this stage is to solicit proposals from qualified suppliers and identify a preferred supplier.

In addition to choosing the appropriate solicitation method (see page 7 for a listing of common solicitation methods), the selection criteria are also determined. The selection criteria are used to evaluate proposals in a transparent and accountable manner.

3. Develop a Draft Contract

This step focuses on the creation of a draft agreement using a standardized template that outlines expectations that are fixed and others that are negotiable. Details that are subject to negotiation are included in Schedules A and B which outline the project details and payment terms respectively.

4. Negotiate the Contract

The Ministry and the supplier negotiate the specific contents of the final agreement. The result is an agreement that both parties have agreed to. The Ministry must be mindful of the need to manage risk and ensure an appropriate level of contractual protection against liability.

5. Contract Approval

In this step of the lifecycle, the agreement is approved and signed by authorized representatives of the Ministry and supplier organization. Once signed, the agreement is ready to be carried out.

Stage Three: Implementation & Monitoring

During the implementation and monitoring phase, the supplier undertakes its service activities. Throughout the agreement term, the Ministry monitors the project against the outcomes and targeted volumes as defined in the agreement. Monitoring involves varying degrees of effort depending on the nature, complexity, and risk of each agreement.

For the Ministry, this stage may include providing assistance or invoking consequences as defined by the agreement (e.g. requiring additional monitoring reports or a performance improvement plan), in cases where performance is not progressing as required. Monitoring of performance includes two-way communication between the Ministry and the supplier to: clearly articulate the actual performance relative to the defined outcomes; share best practices from other agreement relationships; identify opportunities to improve performance; and maintain the project's alignment with Ministry and agreement objectives.

This stage involves the following actions:

6. Manage and Monitor Performance

For contracted services that are carried out over an extended period of time, it is important for the Ministry to work closely with the supplier to ensure that the Ministry obtains full value from the agreement.

7. Amendments

Occasionally, both parties may agree to amend the agreement at some point after the original agreement is approved and signed, but prior to the agreement end date. This step involves amending the agreement and receiving appropriate approvals as required.

Stage Four: Evaluation

During the evaluation phase, an agreement is assessed based on the outcomes achieved and the success of the project, program or activities.

Agreements are evaluated in order to establish lessons learned, including promising practices. The evaluation also influences the decision to renew an agreement and helps to inform the Ministry contract management process and the Ministry's relationships with suppliers.

This stage involves the following actions:

8. Evaluate Performance

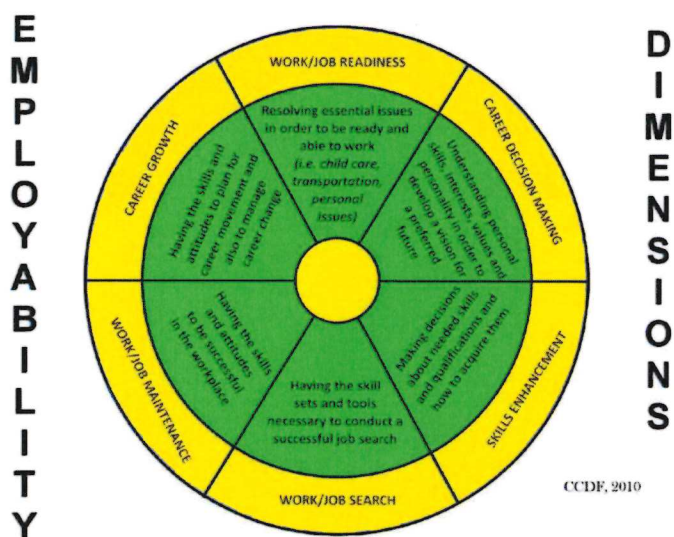
This step involves the evaluation of the agreement in order to establish lessons learned that will shape and continuously improve the Ministry's contract management process and the Ministry's relationships with suppliers. With some agreements, outcomes can be easily evaluated; with other agreements, outcomes are more challenging to measure.

9. Renewal

This step involves consideration of whether it is appropriate to renew an agreement or pursue a different agreement.

Employability Dimensions

When incorporating outcomes into the contract management lifecycle, it is crucial to choose outcomes that are measurable. Since the Ministry has a commitment to client- centered programs and services, OBCM features outcomes that are based upon client progress. In 2015, the Ministry adopted an outcome framework based on six Employability Dimensions that describe the phases of career development (see below). These Dimensions created a common language for the Ministry and its suppliers to use when defining client status, needs and success. The Dimensions can be used to assess a person's career status at the start and end of a program or service.



The concept of Employability Dimensions was developed by the Canadian Career Development Foundation (CCDF) to demonstrate that clients engage in labour market programs with varying skillsets, backgrounds, and barriers, and that clients require services that are tailored to their individual circumstances. The CCDF Employability Dimension wheel shown above provides an overview of the various stages that clients may experience in the course of their career. The Employability Dimensions range from Work/Job Readiness for individuals with basic needs (such as housing) that should be addressed, to Career Growth for individuals who are employed but want to advance further to reach their desired career goal.

Each outcome in the OBCM process is aligned to a particular Employability Dimension. This allows the Ministry and supplier to ensure that the services provided within an agreement respond to a client's career status and obstacles.

Supplier Roles in OBCM

Entering into Agreements

There are a number of ways that an agreement can be initiated; however, the two most common are Ministry-initiated agreements and supplier-initiated agreements. In either case, many of the key elements of entering into an agreement remain the same. These key elements are found within the first two stages of the OBCM lifecycle (i.e., Planning, Solicitation & Award).

The Ministry initiates an agreement after determining that there is need for service and/or improved outcomes within a target client group, and that the services provided within the agreement will support the mandate and priorities of the Ministry. The Ministry will conduct a Risk Assessment to determine what risks may broadly be associated with entering into a particular agreement.

Following this, the Ministry may choose to solicit proposals from suppliers via one of several solicitation methods. The following solicitation methods are used most commonly:

- ***Signed Program Application Form***
This is an informal method of solicitation. The signed application form may be accompanied by a proposal from the supplier.
- ***Sole Source***
Inviting and/or accepting applications or proposals from a single eligible and qualified supplier for specified services. An Advanced Contract Award Notification (ACAN) is required when sole-sourcing is used for contracting in order to maintain the transparency of the solicitation activity and explain the reasons why a particular supplier is uniquely qualified for the project.
- ***Negotiated Request for Proposal (NRFP)***
This is a competitive process that informs suppliers the Ministry is looking to procure specific services on a competitive basis and allows for wide distribution and response. The RFP process is transparent and signals the intent to agreement.

The Ministry also has the ability to use several other solicitation methods in certain situations. The following methods are used commonly:

- ***Request for Information (RFI)***
This is a formal process to solicit ideas on how to best achieve a set of results. In most cases, an agreement will not result from an RFI. If it is planned that the RFI will be part of a two-step process, where step one is the RFI, and step two is an RFP directed at those who have responded to the RFI, then this

must be stated in the RFI. In most cases, the RFI and subsequent RFP will be two distinct and separate processes.

- ***Request for Qualifications (RFQ)***

This is a formal competition to create a list of qualified service providers to provide a defined list of services. This is an ideal process to narrow the number of suppliers qualified to respond to a RFP. There is no definitive intent to enter into an agreement in a RFQ.

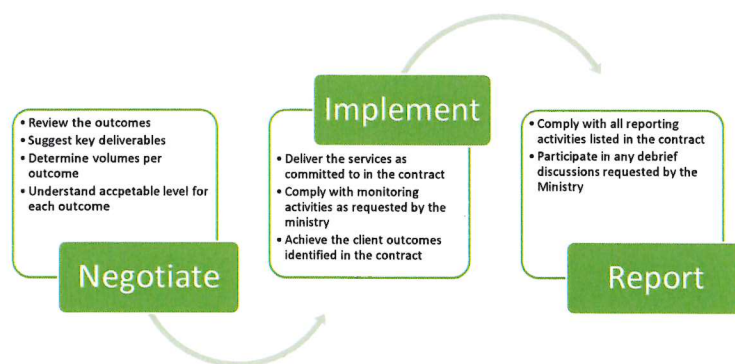
After the Ministry has posted an interest through one of the solicitation methods above, suppliers are able to choose to bid on the opportunity.

The successful supplier begins the process by reviewing the identified outcomes and determining what services should be provided to clients in order to achieve the outcomes. This will initiate discussion between the Ministry and the supplier regarding the services provided, the nature of monitoring that will be required, and the evaluation methods the Ministry will use to determine whether or not the supplier has successfully achieved the intended outcomes for the intended clients.

Suppliers have the opportunity to discuss any questions they may have early in the contract development and negotiation process. Having a concrete understanding of the outcomes is essential as the suppliers are responsible for determining what services will be provided to clients to achieve those outcomes.

The Ministry will identify the supplier reporting that needs to occur within the agreement. Suppliers are responsible for ensuring they understand the reporting requirements within the agreement and for providing any reports, updates, or general information to the Ministry as specified in the agreement.

Under the OBCM process suppliers are responsible for delivering the service to clients. Supplier actions will fall under three main categories: **Negotiate, Implement, and Report.**



Negotiate

Suppliers negotiate when the agreement is in stage two of the OBCM lifecycle (Solicitation & Award). The Ministry will solicit proposals from suppliers and will look to suppliers to identify the deliverables necessary to achieve the desired outcomes. Within this stage, the Supplier and the Ministry also negotiate the anticipated volume (i.e., number of participants) anticipated (i.e. targeted) to achieve each outcome. Suppliers and the Ministry also negotiate the types of evidence and metrics that can be used to demonstrate outcome achievement at the end of the agreement.

Suppliers will need to ensure they have a clear understanding of the desired outcomes, the anticipated volumes of participants targeted for each outcome, and acceptable evidence and metrics as well as any activities the Ministry will undertake to define and measure success within the agreement. This is an integral part of determining which services will be provided to clients in order to achieve outcomes.

Note: Prior experience with outcome development is not necessary for suppliers as the Ministry has prepared a standardized list of outcomes for each Employability Dimension that the agreement will operate within.

Developing Key Deliverables

Key deliverables are the services the supplier provides under the agreement such as training, education, etc. Under the OBCM process, suppliers have the flexibility to determine which key deliverables they could produce that would best achieve the identified outcomes.

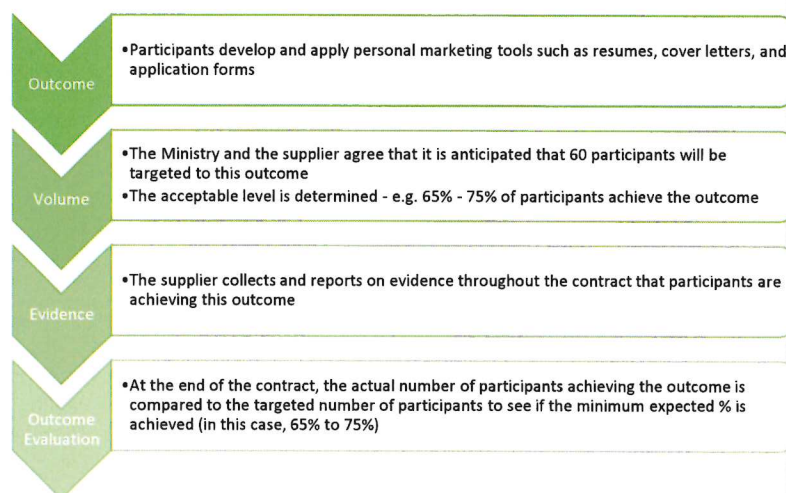
Once the Ministry has identified which outcomes need to be achieved under the agreement, the supplier is able to suggest which key deliverables will be produced. This is the starting point for a conversation between the Ministry and the supplier regarding what the final deliverables will be.

The supplier has the ability to suggest key deliverables; however, ultimate approval of the deliverables still lies with the Ministry. The Ministry has an obligation to ensure that the key deliverables suggested by the supplier are likely to achieve the desired outcomes and are an efficient and effective use of public funds. Any evidence a supplier can provide to support their proposed approach will assist in these discussions.

Outcome “Acceptable Level”

The acceptable level is the minimum standard the supplier must achieve in order to be considered to have successfully produced the intended outcome for clients. During the agreement creation, the Ministry works with the Supplier to identify the specific volume of participants that are targeted to achieve each outcome in the agreement and the acceptable level that must be achieved in order to say the outcome has been met. This clearly outlines the expectations of the agreement for the Supplier. An

example has been provided below of an outcome, volume, evidence, and outcome evaluation (acceptability standard application).



In this example, the Ministry plans to improve its clients' ability to develop and apply personal marketing tools such as resumes. This becomes the outcome that is built into the agreement. The Ministry and the Supplier also negotiate the anticipated volume of participants that will be targeted to the outcome. The supplier is responsible for determining which key deliverables could be provided to help clients develop the personal marketing tools. An example of a possible key deliverable would be hosting a training workshop for clients to help them understand personal marketing tools and to teach them how to develop and apply them in their own lives.

The Ministry has developed an acceptable level or "test" to determine how successful the supplier was at achieving the outcome. In this case, the Ministry will look at the percentage of participants who have developed and applied personal marketing tools. The Ministry has also set an acceptable "minimum" standard (acceptable level) and will incorporate it into the agreement. In this example the Ministry has indicated to the supplier that between 65 and 75 per cent of participants must have developed and applied personal marketing tools by the end of the agreement. The supplier has the flexibility to offer the key deliverables to clients they believe would produce the outcome in the most efficient and effective manner.

See "Appendix A: Performance Measurement" for a list of outcomes, examples of measuring tools and evidence, and acceptable levels the Ministry will refer to when developing agreements.

Implement

Once the agreement has been finalized, suppliers are responsible for providing the services they have agreed to and for achieving the desired outcomes within the budget and timeframe outlined in the agreement. Suppliers will be expected to fulfill other commitments identified in the agreement, including participation in any monitoring activities listed in the agreement. The agreement will include detailed expected outcomes, targeted participant numbers per outcome, performance measures, and monitoring activities that will be completed throughout the agreement. Appendix A includes a list of outcomes, examples of evidence, and measuring tools, and acceptable standards sorted by Employability Dimension

The monitoring activities are aimed at determining whether:

- services are proceeding in accordance with the terms of the agreement, achieving the measurable outcomes at the specific intervals as outlined in the agreement;
- payment requests or scheduled payments correspond with the work performed and/or expenditures to date; and
- agreement amendments are required to improve performance or to address findings to date.

Report

Once an agreement has concluded, the Ministry completes the process of evaluating how successful the supplier was at achieving the desired outcomes within the budget and timeframe listed in the agreement. The Ministry will focus on the following:

- ***Supplier Performance***
The Ministry assesses the capabilities of the supplier as well as their strengths and weaknesses. This information will shape future agreements with the supplier. For example, if the supplier did not complete the project on time, future agreements may include more interim monitoring and progress updates to mitigate issues identified in the previous project.
- ***Achievement of Outcomes***
The Ministry assesses the supplier's achievement of desired outcomes. For areas where the supplier exceeded or achieved outcomes, the Ministry will seek to understand why and identify best practices. Where outcomes were not met, the Ministry will work with the supplier to determine what improvements are necessary in order to achieve the outcomes.

Suppliers are expected to participate in debrief discussions with the Ministry, as well as to provide any reporting documents listed in the agreement.

Incentives and Disincentives

The OBCM process is intended to affirm the partnership between the Ministry and its supplier to deliver effective client services in a timely, responsible, and efficient manner. Previously, the Ministry would monitor and review suppliers regardless of the size of the agreement or the supplier's track record with the Ministry. The OBCM process provides an opportunity for the Ministry to focus its efforts on suppliers and agreements that are determined to be higher risk, while providing greater flexibility to suppliers who have a history of providing outcomes on time and on budget.

In order to ensure the Ministry is able to focus its efforts on higher-risk agreements and suppliers who have failed to achieve outcomes in the past, the OBCM process includes several incentives and disincentives which are based on supplier performance under the agreement. This is intended to ensure that suppliers who produce the identified outcomes on time and on budget are more likely to have greater flexibility from the Ministry, while suppliers who fail to produce outcomes within the parameters of the agreement are subject to an appropriate level of additional scrutiny from the Ministry. Examples of incentives and disincentives include the following:

Potential Incentives:

1. Less frequent monitoring,
2. Streamlined agreement renewals for low-risk, higher performing suppliers.

Potential Disincentives:

1. Increased monitoring and oversight,
2. Additional scrutiny and review prior to entering into agreements with the same supplier, including potential for non-renewal.

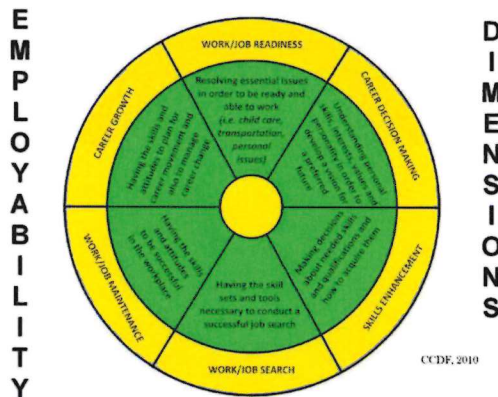
Appendix A – Performance Management

Overview

This appendix contains a list of outcomes that the Ministry will choose from when developing new agreements under the OBCM process. The document has been divided into the six Employability Dimensions of the Employability Dimension wheel shown below.

The individual outcomes chosen by the Ministry will depend on the results of a needs assessment, as well as the type of agreement that the Ministry will enter into. Agreements may involve more than one Employability Dimension (e.g. Work/Job Readiness and Career Decision Making); however, this does not mean that all outcomes found in those Employability Dimensions will be incorporated into the agreement.

For each outcome listed below, the document also includes **examples of measuring tools and evidence** that the Ministry could use to determine whether or not the outcome was achieved. The list of outcomes is comprehensive; however, each agreement will may include additional measuring tools and evidence for each outcome based on the individual services that will be provided under the agreement.



Performance Monitoring Information

Ministry of Immigration and Career Training
Outcomes-Based Contract Management

Table of Contents

Employability Dimension	Page #
Work/Job Readiness	16
Career Decision Making	20
Skills Enhancement	22
Work/Job Search	24
Work/Job Maintenance	26
Career Growth	28

Work/Job Readiness Employability Dimension

Outcome Reference #	Outcome	Applicability (contract type)	Examples of Measuring Tools	Examples of Evidence (to obtaining outcome)	Acceptable Level
WJR - 0	Participants develop an individualized employment action plan and achieve milestones necessary to realize their goals	<ul style="list-style-type: none"> ▪ CES ▪ EAPD ▪ Settlement 	<ul style="list-style-type: none"> ▪ Actions plans ▪ Participant evaluations ▪ Supplier reports ▪ PRIME tool 	<ul style="list-style-type: none"> ▪ Participant has developed an action plan ▪ Participant self-reports as being aware of the actions necessary to fulfill employment goals ▪ Participant achieves milestones in their employment action plan in order to realize their goals 	<ul style="list-style-type: none"> ▪ Standard: 65 – 75% of targeted participants achieve the outcome ▪ Above Standard: 75% - 85% of targeted participants achieve outcome (requires rationale) ▪ Below Standard: 55% - 65% of targeted participants achieve outcome (requires rationale)
WJR - 1	Participants acquire life/employability skills which support their goals (e.g. communication, literacy and numeracy skills, personal management skills, teamwork, etc.)	<ul style="list-style-type: none"> ▪ CES ▪ EAPD ▪ Settlement 	<ul style="list-style-type: none"> ▪ Supplier reports ▪ Participant evaluations 	<ul style="list-style-type: none"> ▪ Participant acquires life/employability skills which support their goals 	
WJR - 2	Participants participate in an employment experience	<ul style="list-style-type: none"> ▪ CES ▪ EAPD ▪ Settlement 	<ul style="list-style-type: none"> ▪ Participant evaluation ▪ Supplier evaluation 	<ul style="list-style-type: none"> ▪ Participant participates in a work experience, assessment, volunteer experience, or job shadow 	
WJR - 3	Participants receive support to access disability related supports	<ul style="list-style-type: none"> ▪ EAPD 	<ul style="list-style-type: none"> ▪ Supplier staff evaluation ▪ Participant evaluations ▪ Individual support applications 	<ul style="list-style-type: none"> ▪ Participant receives support to access disability related supports ▪ Participant accesses disability related supports ▪ Participant secures employment ▪ Participant transitions to further training 	

Outcomes Based Contract Management – Supplier Handbook

Outcome Reference #	Outcome	Applicability (contract type)	Examples of Measuring Tools	Examples of Evidence (to obtaining outcome)	Acceptable Level
WJR - 4	Participants are referred to community resources to address specific personal barriers (e.g. disability related supports, mental health services, addictions counseling, housing, childcare, transportation etc.)	<ul style="list-style-type: none"> ▪ CES ▪ EAPD ▪ Settlement 	<ul style="list-style-type: none"> ▪ Participant evaluation ▪ Supplier reports 	<ul style="list-style-type: none"> ▪ Participant with identified personal barriers is community resources 	<ul style="list-style-type: none"> ▪ Standard: 65 – 75% of targeted participants achieve the outcome ▪ Above Standard: 75% - 85% of targeted participants achieve outcome (requires rationale) ▪ Below Standard: 55% - 65% of targeted participants achieve outcome (requires rationale)
WJR - 5	Participants have increased awareness of community resources that address specific personal barriers (e.g. disability related supports, mental health services, addictions counseling, housing, childcare, transportation etc.)	<ul style="list-style-type: none"> ▪ CES ▪ EAPD ▪ Settlement 	<ul style="list-style-type: none"> ▪ Participant Evaluations ▪ Supplier reports 	<ul style="list-style-type: none"> ▪ Participant has increased awareness of community resources that address specific personal barriers 	
WJR - 6	Participants meet program expectations (i.e. attendance) and develop an action plan	<ul style="list-style-type: none"> ▪ CES ▪ EAPD ▪ Settlement 	<ul style="list-style-type: none"> ▪ Participant evaluation ▪ Supplier evaluation 	<ul style="list-style-type: none"> ▪ Participant meets program expectations ▪ Participant develops an action plan ▪ Participant completes intervention 	
WJR - 7	Participants develop life skills, communication skills and self confidence	<ul style="list-style-type: none"> ▪ CES ▪ EAPD ▪ Settlement 	<ul style="list-style-type: none"> ▪ Participant self-evaluation ▪ Supplier evaluation and observation reports 	<ul style="list-style-type: none"> ▪ Participant demonstrates increased life skills, communication skills and level of confidence 	

Outcomes Based Contract Management – Supplier Handbook

Outcome Reference #	Outcome	Applicability (contract type)	Examples of Measuring Tools	Examples of Evidence (to obtaining outcome)	Acceptable Level
WJR - 8	Participants know how to access the public services and community resources needed to successfully function in Saskatchewan	<ul style="list-style-type: none"> Settlement 	<ul style="list-style-type: none"> Supplier reports 	<ul style="list-style-type: none"> Participant self-reports as knowing how to access necessary public services and community resources 	
WJR - 9	Participants transitioning off reserve or home communities will use transition plans to access services required to successfully live and work in urban centres	<ul style="list-style-type: none"> CES EAPD 	<ul style="list-style-type: none"> Participant self-assessment Transition Plans completed Supplier evaluation 	<ul style="list-style-type: none"> Participant completes a Transition Plan Participant completes a transition plan secure employment Participant self-reports that they receive resources, services and supports 	<ul style="list-style-type: none"> Standard: 65 – 75% of targeted participants achieve the outcome Above Standard: 75% - 85% of targeted participants achieve outcome (requires rationale) Below Standard: 55% - 65% of targeted participants achieve outcome (requires rationale)
WJR - 10	Participants receive the required employment supports to assist with their attachment to the labour market (E.g. job coach, mentor, PPE, safety equipment, etc.)	<ul style="list-style-type: none"> CES EAPD 	<ul style="list-style-type: none"> Supplier reports 	<ul style="list-style-type: none"> Participant accesses employment supports to secure and obtain employment 	
WJR - 11	Participants are referred to services and resources, and linked to community activities and networks	<ul style="list-style-type: none"> CES EAPD Settlement 	<ul style="list-style-type: none"> Simple CTS report Regional Newcomer Gateway Service Statistics Supplier reports 	<ul style="list-style-type: none"> Participant is determined to require: <ul style="list-style-type: none"> the service of a settlement advisor the services of a language assessor employment programs and services federal or provincial immigration resources a referral to appropriate organizations regarding foreign qualifications recognition for regulated occupations are referred to such organizations 	

Outcomes Based Contract Management – Supplier Handbook

Outcome Reference #	Outcome	Applicability (contract type)	Examples of Measuring Tools	Examples of Evidence (to obtaining outcome)	Acceptable Level
WJR - 12	Participants/Newcomers are aware of information, resources, tools and services to support transition into the workplace, society and inclusive communities	<ul style="list-style-type: none"> ▪ CES ▪ EAPD ▪ Settlement 	<ul style="list-style-type: none"> ▪ Gateway reporting ▪ Supplier reports 	<ul style="list-style-type: none"> ▪ Participant is referred from overseas pre-arrival services ▪ Participant is aware of the resources, tools, and services to assist with the transition into the workplace, society and community 	<ul style="list-style-type: none"> ▪ Standard: 65 – 75% of targeted participants achieve the outcome ▪ Above Standard: 75% - 85% of targeted participants achieve outcome (requires rationale) ▪ Below Standard: 55% - 65% of targeted participants achieve outcome (requires rationale)
WJR - 13	Participants identify their settlement and integration needs, barriers, strengths and set clear realistic settlement and integration goals	<ul style="list-style-type: none"> ▪ Settlement 	<ul style="list-style-type: none"> ▪ Settlement Advisor Reporting 	<ul style="list-style-type: none"> ▪ Participant sees a settlement advisor within 7 days of being referred ▪ Participant is identified as requiring a settlement action plan ▪ Participant completes their settlement plan 	
WJR – 14	Participants have the English language skills to function in the Saskatchewan labour market	<ul style="list-style-type: none"> ▪ Settlement – Language 	<ul style="list-style-type: none"> ▪ Supplier reports 	<ul style="list-style-type: none"> ▪ Participant experiences a growth in CLB levels ▪ Participant obtains their language assessment 	

Career Decision Making Employability Dimension

Outcome Reference #	Outcome	Applicability (contract type)	Examples of Measuring Tools	Examples of Evidence (to obtaining outcome)	Acceptable Level
CDM - 0	Participants develop an individualized employment action plan and achieve milestones necessary to realize their goals	<ul style="list-style-type: none"> ▪ CES ▪ EAPD ▪ Settlement 	<ul style="list-style-type: none"> ▪ Actions plans ▪ Participant evaluations ▪ Supplier reports ▪ PRIME tool 	<ul style="list-style-type: none"> ▪ Participant has developed an action plan ▪ Participant self- reports as being aware of the actions necessary to fulfill employment goals ▪ Participant achieves milestones in their employment action plan in order to realize their goals 	<ul style="list-style-type: none"> ▪ Standard: 65 – 75% of targeted participants achieve the outcome ▪ Above Standard: 75% - 85% of targeted participants achieve outcome (requires rationale) ▪ Below Standard: 55% - 65% of targeted participants achieve outcome (requires rationale)
CDM - 1	Participants understand the impact of their disabilities, are aware of and can access accommodations to assist with making achievable career decisions	<ul style="list-style-type: none"> ▪ EAPD 	<ul style="list-style-type: none"> ▪ Participant evaluation ▪ Supplier reports 	<ul style="list-style-type: none"> ▪ Participant self- reports being aware of disability supports and accommodations available to address their barriers or challenges 	
CDM - 2	Participants are aware of sponsorship and funding options (e.g. loans, bursaries, grants, etc.)	<ul style="list-style-type: none"> ▪ CES ▪ EAPD 	<ul style="list-style-type: none"> ▪ Supplier reports 	<ul style="list-style-type: none"> ▪ Participant self- reports as being aware of sponsorship and funding options. 	
CDM - 3	Participants can identify their own strengths, skills, interests, values, transferable skills, and connect these to suitable career choices	<ul style="list-style-type: none"> ▪ CES ▪ EAPD ▪ Settlement 	<ul style="list-style-type: none"> ▪ Formal assessment tools ▪ Completed standardized testing ▪ Informal assessment tools 	<ul style="list-style-type: none"> ▪ Participant completes an assessment ▪ Participant self- reports as having increased awareness of strengths, skills, interests, values and transferable skills. ▪ Participant reports alignment between their current employment and their skills, strengths, interests 	

Outcomes Based Contract Management – Supplier Handbook

<i>Outcome Reference #</i>	<i>Outcome</i>	<i>Applicability (contract type)</i>	<i>Examples of Measuring Tools</i>	<i>Examples of Evidence (to obtaining outcome)</i>	<i>Acceptable Level</i>
CDM - 4	Participants have an increased understanding of training requirements, and labour market information related to careers of interest and career opportunities in Saskatchewan	<ul style="list-style-type: none"> ■ CES ■ EAPD ■ Settlement 	<ul style="list-style-type: none"> ■ Participant evaluation ■ Supplier reports ■ National job bank user accounts 	<ul style="list-style-type: none"> ■ Participant reports increased awareness of the skills required to explore training requirements and career opportunities ■ Participant creates a National Job Bank account 	<ul style="list-style-type: none"> ■ Standard: 65 – 75% of targeted participants achieve the outcome ■ Above Standard: 75% - 85% of targeted participants achieve outcome (requires rationale) ■ Below Standard: 55% - 65% of targeted participants achieve outcome (requires rationale)

Skills Enhancement Employability Dimension

Outcome Reference #	Outcome	Applicability (contract type)	Examples of Measuring Tools	Examples of Evidence (to obtaining outcome)	Acceptable Level
SE - 0	Participants develop an individualized employment action plan and achieve milestones necessary to realize their goals	<ul style="list-style-type: none"> ■ CES ■ EAPD ■ Settlement 	<ul style="list-style-type: none"> ■ Actions plans ■ Participant evaluations ■ Supplier reports ■ PRIME tool 	<ul style="list-style-type: none"> ■ Participant has developed an action plan ■ Participant self- reports as being aware of the actions necessary to fulfill employment goals ■ Participant achieves milestones in their employment action plan in order to realize their goals 	<ul style="list-style-type: none"> ■ Standard: 65 – 75% of targeted participants achieve the outcome ■ Above Standard: 75% - 85% of targeted participants achieve outcome (requires rationale) ■ Below Standard: 55% - 65% of targeted participants achieve outcome (requires rationale)
SE - 1	Participants develop fundamental workplace skills (e.g. basic literacy, numeracy, computer skills, digital literacy etc.)	<ul style="list-style-type: none"> ■ CES ■ EAPD ■ Settlement 	<ul style="list-style-type: none"> ■ Workplace /work essential skills assessments ■ Online assessment tools ■ GED tests ■ Supplier evaluation ■ Completion of program 	<ul style="list-style-type: none"> ■ Participant participates in group or individual training events to develop fundamental workplace skills ■ Participant complete an assessment 	
SE - 2	Participants have increased self-employment knowledge in areas such as: business planning, market research, bookkeeping.	<ul style="list-style-type: none"> ■ Self-Employment 	<ul style="list-style-type: none"> ■ Participant evaluation/self-report ■ Staff evaluation ■ Completed modules ■ Completed business plan 	<ul style="list-style-type: none"> ■ Participant self-reports as having increased knowledge in the listed areas ■ Participant has increased knowledge in the listed areas- as reported by staff ■ Participant has the skills to create a business plan 	

Outcomes Based Contract Management – Supplier Handbook

Outcome Reference #	Outcome	Applicability (contract type)	Examples of Measuring Tools	Examples of Evidence (to obtaining outcome)	Acceptable Level
SE - 3	Participants initiating self-employment demonstrate the skills needed to write a business plan and start a business	<ul style="list-style-type: none"> Self-Employment 	<ul style="list-style-type: none"> Supplier report Participant evaluation 	<ul style="list-style-type: none"> Participant writes a business plan Participant completes the training sessions Participant become self-employed as a result of the intervention 	<ul style="list-style-type: none"> Standard: 65 – 75% of targeted participants achieve the outcome Above Standard: 75% - 85% of targeted participants achieve outcome (requires rationale) Below Standard: 55% - 65% of targeted participants achieve outcome (requires rationale)
SE - 4	Participants obtain necessary skills, certification, tickets and/or licensing as per their action plan	<ul style="list-style-type: none"> CES EAPD Settlement 	<ul style="list-style-type: none"> Supplier reports Certificates 	<ul style="list-style-type: none"> Participant receives necessary certification, tickets and/or licensing Participant self-reports as being satisfied with training Participant self-reports report as being satisfied with participant training Participant secures employment as a result of training 	
SE - 5	Participants enter a literacy, Adult Basic Education, certificate, or diploma program	<ul style="list-style-type: none"> CES EAPD 	<ul style="list-style-type: none"> Supplier reports 	<ul style="list-style-type: none"> Participant enters a literacy, Adult Basic Education or Diploma program 	

Work/Job Search Employability Dimension

Outcome Reference #	Outcome	Applicability (contract type)	Examples of Measuring Tools	Examples of Evidence (to obtaining outcome)	Acceptable Level
WJS - 0	Participants develop an individualized employment action plan and achieve milestones necessary to realize their goals	<ul style="list-style-type: none"> ▪ CES ▪ EAPD ▪ Settlement 	<ul style="list-style-type: none"> ▪ Actions plans ▪ Participant evaluations ▪ Supplier reports ▪ PRIME tool 	<ul style="list-style-type: none"> ▪ Participant has developed an action plan ▪ Participant self- reports as being aware of the actions necessary to fulfill employment goals ▪ Participant achieves milestones in their employment action plan in order to realize their goals 	<ul style="list-style-type: none"> ▪ Standard: 65 – 75% of targeted participants achieve the outcome ▪ Above Standard: 75% - 85% of targeted participants achieve outcome (requires rationale) ▪ Below Standard: 55% - 65% of targeted participants achieve outcome (requires rationale)
WJS - 1	Participants develop and apply personal marketing tools such as resumes, cover letters, and application forms	<ul style="list-style-type: none"> ▪ CES ▪ EAPD ▪ Settlement – Employability Supports 	<ul style="list-style-type: none"> ▪ Participant evaluation ▪ Resumes and/or Cover letters ▪ National Job Bank user accounts 	<ul style="list-style-type: none"> ▪ Participant has developed and applied personal marketing tools (e.g. resumes written cover letters etc.) 	
WJS - 2	Participants obtain employment that is commensurate with their training, knowledge, skills and experience	<ul style="list-style-type: none"> ▪ CES ▪ EAPD ▪ Settlement – Employability Supports 	<ul style="list-style-type: none"> ▪ Participant evaluation ▪ Service provider evaluation 	<ul style="list-style-type: none"> ▪ Participant self-reports as having secured employment commensurate with their training, knowledge, skills and expertise ▪ Participant secures employment which the service provider determines is commensurate with their training, knowledge, skills and expertise 	
WJS - 3	Participants understand how to navigate the job search process to obtain employment (e.g. job search, interviews, hidden job market, etc.)	<ul style="list-style-type: none"> ▪ CES ▪ EAPD ▪ Settlement – Employability Supports 	<ul style="list-style-type: none"> ▪ Participant self-evaluations ▪ Staff/service provider evaluation 	<ul style="list-style-type: none"> ▪ Participant self-reports as understanding all the components of the job search process 	

Outcomes Based Contract Management – Supplier Handbook

Outcome Reference #	Outcome	Applicability (contract type)	Examples of Measuring Tools	Examples of Evidence (to obtaining outcome)	Acceptable Level
WJS - 4	Participants understand the workplace culture and norms	<ul style="list-style-type: none"> ▪ CES ▪ EAPD ▪ Settlement 	<ul style="list-style-type: none"> ▪ Supplier evaluation ▪ Mentorship evaluations 	<ul style="list-style-type: none"> ▪ Participant understands Saskatchewan's workplace norms- as reported by staff and service provider 	<ul style="list-style-type: none"> ▪ Standard: 65 – 75% of targeted participants achieve the outcome ▪ Above Standard: 75% - 85% of targeted participants achieve outcome (requires rationale) ▪ Below Standard: 55% - 65% of targeted participants achieve outcome (requires rationale)
WJS - 5	Participants are aware of the services and programs provided by Career Services	<ul style="list-style-type: none"> ▪ CES ▪ EAPD ▪ Settlement 	<ul style="list-style-type: none"> ▪ Supplier reports 	<ul style="list-style-type: none"> ▪ Participant is made aware of the services and programs provided by Career Services 	
WJS - 6	Participants have the workplace literacy skills needed to function in Saskatchewan labour market (e.g. English language skills)	<ul style="list-style-type: none"> ▪ Settlement – Employment Supports ▪ Settlement – E for E 	<ul style="list-style-type: none"> ▪ Supplier reports 	<ul style="list-style-type: none"> ▪ Participant achieves growth in a level/skill (e.g. CLB, other standardized tests) 	
WJS - 7	Participants are referred to services or resources and linked to community activities and networks based on identified needs and goals	<ul style="list-style-type: none"> ▪ CES ▪ EAPD ▪ Settlement 	<ul style="list-style-type: none"> ▪ Supplier reports 	<ul style="list-style-type: none"> ▪ Participant participates in a real-life learning opportunity 	
WJS - 8	Participants identify settlement and integration, employment and language learning needs, barriers and strengths, and set clear and realistic settlement and integration, employment and language learning goals	<ul style="list-style-type: none"> ▪ Settlement 	<ul style="list-style-type: none"> ▪ Supplier reporting 	<ul style="list-style-type: none"> ▪ Participant identifies language learning goals ▪ Participant fulfills language learning goals ▪ Participant fulfills employment related language learning goals ▪ Participant identifies employment related goals ▪ Participant fulfills employment related goals 	

Work/Job Maintenance Employability Dimension

Outcome Reference #	Outcome	Applicability (contract type)	Examples of Measuring Tools	Examples of Evidence (to obtaining outcome)	Acceptable Level
WJM-0	Participants develop an individualized employment action plan and achieve milestones necessary to realize their goals	<ul style="list-style-type: none"> ▪ CES ▪ EAPD ▪ Settlement 	<ul style="list-style-type: none"> ▪ Actions plans ▪ Participant evaluations ▪ Supplier reports ▪ PRIME tool 	<ul style="list-style-type: none"> ▪ Participant has developed an action plan ▪ Participant self- reports as being aware of the actions necessary to fulfill employment goals ▪ Participant achieves milestones in their employment action plan in order to realize their goals 	<ul style="list-style-type: none"> ▪ Standard: 65 – 75% of targeted participants achieve the outcome ▪ Above Standard: 75% - 85% of targeted participants achieve outcome (requires rationale) ▪ Below Standard: 55% - 65% of targeted participants achieve outcome (requires rationale)
WJM - 1	Participants develop skills needed to maintain employment	<ul style="list-style-type: none"> ▪ CES ▪ EAPD ▪ Settlement 	<ul style="list-style-type: none"> ▪ Employer evaluation ▪ Participant evaluation ▪ Supplier report 	<ul style="list-style-type: none"> ▪ Participant self-reports as having developed the necessary coping skills ▪ Participant has developed the necessary coping skills- as reported by the supplier 	
WJM - 2	Participants are able to work increasingly independently (e.g. phasing out job coaching/ maintenance, etc.)	<ul style="list-style-type: none"> ▪ EAPD ▪ Settlement – Employment Supports 	<ul style="list-style-type: none"> ▪ Withdrawal of job coaching ▪ Participant evaluation ▪ Employer evaluation ▪ Supplier report 	<ul style="list-style-type: none"> ▪ Participant has a plan for job coach fading ▪ Participant maintains employment 	
WJM- 3	Participants maintain employment that is commensurate with their employment action plan	<ul style="list-style-type: none"> ▪ CES ▪ EAPD ▪ Settlement – Employment Supports 	<ul style="list-style-type: none"> ▪ Supplier reports 	<ul style="list-style-type: none"> ▪ Participant maintains employment that is commensurate with their employment action plan 	

Outcomes Based Contract Management – Supplier Handbook

<i>Outcome Reference #</i>	<i>Outcome</i>	<i>Applicability (contract type)</i>	<i>Examples of Measuring Tools</i>	<i>Examples of Evidence (to obtaining outcome)</i>	<i>Acceptable Level</i>
WJM-4	Participants have increased self-sufficiency in managing their career, including job attainment and retention	<ul style="list-style-type: none"> ▪ CES ▪ EAPD ▪ Settlement – Employability Supports 	<ul style="list-style-type: none"> ▪ Participant self-evaluation ▪ Staff-service provider evaluation 	<ul style="list-style-type: none"> ▪ Participant self-reports as having increased their self- sufficiency in managing their careers 	<ul style="list-style-type: none"> ▪ Standard: 65 – 75% of targeted participants achieve the outcome ▪ Above Standard: 75% - 85% of targeted participants achieve outcome (requires rationale) ▪ Below Standard: 55% - 65% of targeted participants achieve outcome (requires rationale)

Career Growth Employability Dimension

Outcome Reference #	Outcome	Applicability (contract type)	Examples of Measuring Tools	Examples of Evidence (to obtaining outcome)	Acceptability Level
CG- 0	Participants develop an individualized employment action plan and achieve milestones necessary to realize their goals	<ul style="list-style-type: none"> ■ CES ■ EAPD ■ Settlement – Employability Supports 	<ul style="list-style-type: none"> ■ Actions plans ■ Participant evaluations ■ Supplier reports ■ PRIME tool 	<ul style="list-style-type: none"> ■ Participant has developed an action plan ■ Participant self- reports as being aware of the actions necessary to fulfill employment goals ■ Participant achieves milestones in their employment action plan in order to realize their goals 	<ul style="list-style-type: none"> ■ Standard: 65 – 75% of targeted participants achieve the outcome ■ Above Standard: 75% - 85% of targeted participants achieve outcome (requires rationale) ■ Below Standard: 55% - 65% of targeted participants achieve outcome (requires rationale)
CG - 1	Employers have increased awareness of the value of employing underrepresented segments of the population	<ul style="list-style-type: none"> ■ CES ■ EAPD ■ Settlement – Employability Supports 	<ul style="list-style-type: none"> ■ Employer surveys ■ Event evaluations ■ Number of employers contacted ■ Supplier reports 	<ul style="list-style-type: none"> ■ Participant self-reports as having a greater awareness of the value of employing underrepresented population segments 	
CG- 2	Regional labour market needs are addressed by Supplier with their participants	<ul style="list-style-type: none"> ■ CES ■ EAPD ■ Settlement – Employability Supports 	<ul style="list-style-type: none"> ■ Employer reports ■ Supplier report 	<ul style="list-style-type: none"> ■ Participant has maintained employment 100 days post intervention ■ Employer indicates that the skills gap is reduced 	
CG - 3	Business and industry stakeholders and/or employers are aware of cultural diversity and how those cultural differences impact employment issues	<ul style="list-style-type: none"> ■ CES ■ EAPD ■ Settlement 	<ul style="list-style-type: none"> ■ Stakeholder surveys ■ Supplier reports 	<ul style="list-style-type: none"> ■ Stakeholder self-reports as being aware of cultural diversity and how those cultural differences impact employability issues 	

Outcomes Based Contract Management – Supplier Handbook

Outcome Reference #	Outcome	Applicability (contract type)	Examples of Measuring Tools	Examples of Evidence (to obtaining outcome)	Acceptability Level
CG - 4	Business and industry stakeholders and/or employers are aware of labour market demands in Saskatchewan	<ul style="list-style-type: none"> ▪ CES ▪ EAPD ▪ Settlement 	<ul style="list-style-type: none"> ▪ Employer surveys ▪ Event evaluations 	<ul style="list-style-type: none"> ▪ Stakeholder self-reports as being aware of specific needs in Saskatchewan's industries 	<ul style="list-style-type: none"> ▪ Standard: 65 – 75% of targeted participants achieve the outcome ▪ Above Standard: 75% - 85% of targeted participants achieve outcome (requires rationale)
CG - 5	Business and industry stakeholders engage with employers to raise awareness of career opportunities	<ul style="list-style-type: none"> ▪ CES ▪ EAPD ▪ Settlement 	<ul style="list-style-type: none"> ▪ Employer surveys ▪ Event evaluations 	<ul style="list-style-type: none"> ▪ Stakeholder engages with employers to raise awareness of career opportunities 	<ul style="list-style-type: none"> ▪ Below Standard: 55% - 65% of targeted participants achieve outcome (requires rationale)

This page is left blank intentionally.