MyJobMatch Employment

Final Evaluation Report

June 21, 2023

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Acknowledgements

We would like to acknowledge the commitment of the Project Team and Employment Supports Leadership to supporting the evaluation of the MJM initiative. They provided curiosity and guidance, participation, and helped organize and facilitate many of evaluation activities – all of which increased the value of the evaluation learnings. We hope to continue the relationships that were built through this work.

We also like to acknowledge the contribution of the employment specialist staff who shared openly with us and helped us to appreciate the important work they do to support people with developmental disabilities to achieve their employment goals.

Finally, we acknowledge the clients from Community Living Toronto and Corbrook. Thank you for sharing your experiences with us.

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List of Acronyms

CLTO – Community Living Toronto

DD – Developmental disabilities

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ES Leadership – Employment Supports Leadership

ES Management – Employment Supports Management

ES – Employment Supports

ES Staff – Employment Specialist Staff

JS – Job seekers

MJM – MyJobMatch

P4G – Placemaking 4G

Introduction _____

In an effort to create new opportunities for job seekers (JS) with a developmental disability (DD) and in response to ongoing transformation of Ontario's Employment Supports Service, Community Living Toronto (CLTO) sought funding and partnership with Corbrook Awakening Abilities, and Placemaking 4G (P4G) to identify, fund, design and implement a new and collaborative way for their respective organizations and other service providers to support job seekers and staff who provide employment support.

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These partners recognized an opportunity test an idea to better support employment staff and job seekers. They viewed this opportunity to try an innovative approach, with the understanding that there would be some changes, adaptations and learnings along the way. Additionally, they emphasized the need to build evaluation into to the pilot phase (April 2022 to March 2023) to help understand what is working well, what challenges are being faced, the reasons why successes and challenges occurred, and to provide recommendations for how to move forward. See Figure 1 for a high-level overview of the project.

The team from the not-for-profit, Pier Labs, was brought on as the evaluation partner for this initiative with an emphasis on finding the balance of (1) being collaborative, to ensure that we fully understand the various contexts and perspectives allowing us to plan accordingly and interpret findings appropriately, and allowing for critical feedback to the project team through the course of implementation and (2) maintaining an objective and as unbiased lens as possible.

While specific evaluation questions were developed as detailed in the project evaluation plan, the report findings generally answer the following questions:
1. *Is the pilot project (employment support process changes and MyJobMatch) feasible?*
2. *Is the initiative doing what it set out to do?*
3. *How is this initiative impacting the people providing and accessing these services? (and/or how might it impact them?)*

About the Organizations

Community Living Toronto (CLTO) and Corbrook Awakening Abilities (Corbrook) are ODSP-approved employment support agencies that currently receive funding for the majority of their work through Developmental Services Ontario. Employment supports offered by both organizations under the current model are funded by the Ministry of Children, Community and Social Services.

Placemaking 4G (P4G) is a socially conscious recruitment and leadership development company that primarily provides recruitment and team-building services. In 2019 P4G created the MyJobMatch (MJM) Employment Platform, a technology designed to provide solutions to small businesses, who have a need for a part-time, but not a full time, employee, by combining their needs in one package and providing them with a suitable JS.

Pier Labs, Davis Pier's social innovation outpost, is a federally incorporated non-profit organization focused on social research and development, working with government, community organizations, post-secondary institutions, charities, foundations, and private sector organizations to conduct research and innovation on complex societal issues impacting the wellbeing of Canadians.

Project Overview

Context

For people living with developmental disabilities receiving funding through Ontario Disability Support Program, employment supports are designed to support individuals wanting to work (job seekers) to obtain jobs and navigate the employment support system. In 2019, the Ontario government announced

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a plan to transform provincial employment services to help more people find and maintain quality jobs, and to enable more businesses to find employees with desired skills[1].

As part of the transformation, social assistance employment services are being integrated into Employment Ontario (under the Ministry of Labour) – including employment programs for the Ontario Disability Support Program (ODSP). Changes to employment services are being implemented in a phased approach over multiple years. A new funding model for employment supports is also be phased in, however, additional clarity is required as to how significant an impact this will have[2]. Currently employment supports receive funding based on employment statistics (i.e., helping someone find a job) and retention statistics (i.e., supporting someone to stay at a job).

Under the new funding model (beginning June 2024), employment supports receives funding when:

1. *A job seeker reaches 20 hours of work thus qualifying as 'fully employed' and*
2. *As individuals maintain employment after one month and up to one year (to be confirmed).*

Note: The above section is highlighted in Figure 1 - Key Drivers for Project.

The employment transformation model has been piloted in some catchment areas across Ontario and there have been early reports of the benefits and challenges so far[3] (Table 1).

Table 1. Known Impacts of Employment Transformation

Benefits of Employment Transformation	Challenges of Employment Transformation
• Greater access to employment supports, because potential clients do not need to route through the disability support system to get support from SSM organizations • Greater flexibility in how disability support funding because they don't require the use of Passport Funding[4]	• It was difficult for the people supported to reach the minimum number of hours worked (20 hours) • One example described an individual was working more than one job for a total of more than 20 hours but in the current administration system, this was not counted or qualified as 'fully employed'[5] • The absence of a uniform data system across catchment areas • A lack of retention support exceeding one year for JS needing ongoing support

Project Description

In early 2022, CLTO received funding from the Ministry of Labour, Training & Skills Development to partner with P4G and Corbrook to develop a custom product, based on the MJM Employment platform, that supports Employment Specialist (ES) Staff in their efforts to aid their program participants in finding

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[1] Government of Ontario (2019) "Transforming Ontario's Employment Services". https://news.ontario.ca/en/backgrounder/51231/transforming-ontarios-employment-services.
[2] Evaluation Interview
[3] Ontario Disability Employment Network & Community Living Toronto (2022) "Employment Transformation in Ontario - Focus Group Report and Key Recommendations".
[4] Passport Funding refers to funds from the Passport Program to help adults with developmental disabilities in Ontario access services and supports.
[5] Ontario Disability Employment Network & Community Living Toronto (2022) "Employment Transformation in Ontario - Focus Group Report and Key Recommendations".

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and maintaining employment. Figure 1 depicts a high-level representation of the project. This project created new organizational processes and a new technology platform to increase job opportunities, facilitate matching job seekers to employment opportunities and help ensure that ES Staff spent their efforts where they could best support program participants (e.g., minimize administrative burden). The goals of the project were to facilitate job matching for individuals with intellectual disabilities (to potentially more than one job) and to enable ES Staff to spend more time in 'high-touch' tasks (e.g., relationship-building with employers).
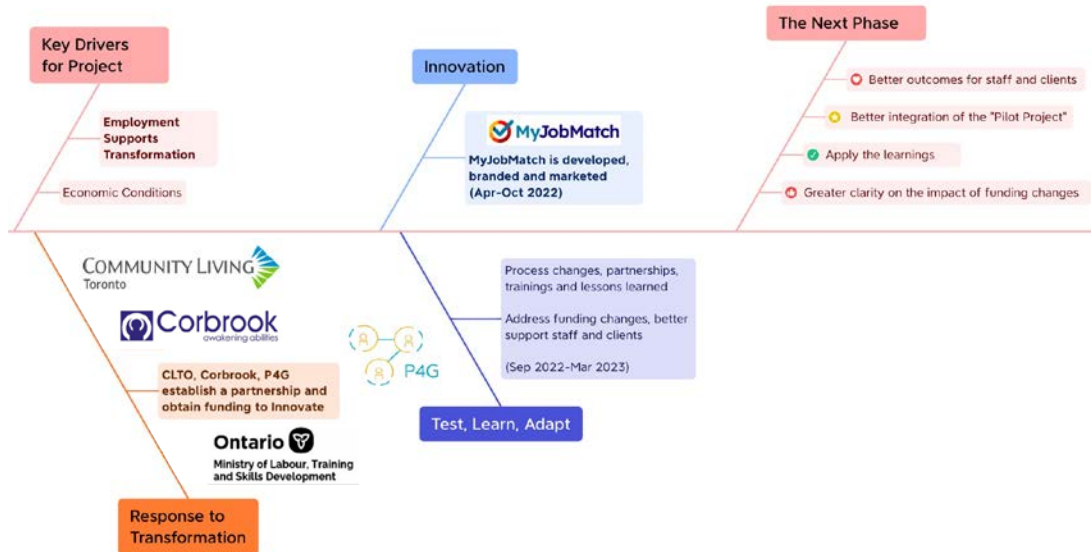
Figure 1. Schematic Overview of the Project
Highlights the context factors (Key Drivers and Response to Transformation), the key components that were evaluated (Innovation and Test, Learn Adapt) and the application of the project and evaluation findings (The Next Phase).

The project involved the following key phases[6]:

- Create an employment platform product;
- Implement changes to the job development roles and processes;
- Build buy-in from job developers and employers;
- Provide training, capacity-building opportunities, and support for ES Staff; and,
- Gather feedback and improve the platform.

There were two main workstreams involved in the project: changes to current job development processes (Process Workstream, Table 2) and implementation of the custom technology platform to support the change in processes (Product Workstream, Table 3).

Table 2. Objectives for the Process Workstream (changes to job development processes)
Build understanding of perspective and gain buy-in from ES Staff who support people with IDs to secure and retain employment.

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[6] *Note that the project also includes project management and marketing of MJM (by CLTO) and data various data collection activities (by CLTO/P4G), all of which are incorporated into answering the key evaluation questions.*

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Table 2. Objectives for the Process Workstream (changes to job development processes)
Onboard ES Staff, Administrators, and Job Coaches (staff who support JD processes).
Market employment opportunities to JS and employers.
Recruit and onboard more employers willing to offer incremental (5-hour) employment opportunities to the technology platform.
Connect JS with multiple 20-hour/week jobs.
Support ES Staff throughout the shift in job development role/processes.
Facilitate collaboration and coordination within and between employment support agencies.

Table 3. Objectives for Product Workstream (design and implementation of the technology platform)
Assist the employment supports providers with a customized tool to help them support people with disabilities to secure employment.
Assist the employment supports provider in the job development process by making recommendations between employer needs and aligned jobseekers on factors such as skills, location, interest and abilities.
Develop a central database of employers that can support the job development process for all job developers and their job seekers.
Create a space for employers to express their interest in hiring a person with a disability (lead development).
Alleviate some of the employment supports providers' administrative tasks, so they can spend more time on high-value/high-touch tasks like job skills training, relationship-building with employers, and supporting the employees - which will improve the employer experience.
Track a jobseekers employment status and interests more efficiently to optimize the job-building process.

This was a demonstration project to better understand viability of the technology solution through lessons learned and has the potential for wider application.

Evaluation Overview

The scope of the evaluation was on assessing the impending changes in the ODSP employment support process implemented by CLTO and Corbrook, with a focus on the MJM platform as a critical tool to support the change in process. The focus of the evaluation was primarily to help establish a 'proof of concept', demonstrating the potential for the MJM initiative to (a) implement the activities as intended and (b) make progress toward the intended outcomes/results. In addition, where possible, the evaluation learnings were intended to be used to support implementation of the process change and technology across the employment support agencies and discussions with funders and government. This primarily took place through an interim evaluation report produced in December 2022 and through ad-hoc during Project Team meetings and conversations.

The evaluation of the MJM was formative (where it assessed current progress toward goals and identified opportunities for improvement as the initiative was being implemented) and summative (where it assessed effectiveness at the conclusion of the funding) focusing on implementation and

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outcomes of the initiative. The evaluation is also developmental[7] in nature, although this approach was not the primary purpose for which the evaluation was undertaken. Evaluation findings supported innovation by bringing data to inform and guide ongoing decision-making as part of development and implementation of the job development process changes. Examples of this are further detailed in the Evaluation Findings section of the report.

The evaluation was being conducted for three main reasons:

1. To provide information about the initiative's success to the main funder
2. To understand the viability of the model and the processes
3. To provide key lessons learned for the partner organizations and the sector as a whole

The evaluation plan that guided implementation was developed in collaboration with CLTO, P4G and Corbrook to ensure the evaluation would be valuable to the organizations involved and feasible to implement (see Methods). Throughout the project, the evaluators from Pier Labs worked with the Project Team to identify how evaluation activities could be leveraged to inform and support implementation of the MJM initiative.

Results

Evaluation Summary

The Key Actors describes the various points of view that are central to understanding this project, its value and its impact moving forward.

- **Job Seekers**. There were 460 Individuals with a developmental disability who were seeking employment support and entered into the MJM platform for this project. (*Figure 7* shows the age distribution of those participants). 15 Job Seekers provided input to this evaluation through 1:1 interviews.
- **Employers**. 420 employers showed interested in the project which resulted in (based on MJM data capture) 347 jobs entered in MJM. 6 employers provided feedback via the employer engagement survey.
- **Employment Support Organization Frontline Staff** (employment support specialists, coaches, job developers etc. from CLTO and Corbrook)
- **Employment Support Organization Process Partners** (e.g., Ready, Willing & Able, Kerry's Place)
- **Employment Support Organization Leadership** (including managers)
- **The Project Team** (the core team from all organizations that were involved in the planning and delivery of the core project components: product and process development, project management, evaluation)

Getting to the Minimal Loveable Product

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[7] Patton, M. Q. (2008). *Utilization-focused evaluation*. (4th ed). CA: Sage Publications.

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The funding for the project was released in April 2022, allowing for the full mobilization of the Project Team, and 1 year to customize, build, implement and test a new technology solution, specific for people with a developmental disability. Given this timeline, considerable project attention was directed towards realizing the launch of the "minimal loveable product" (MLP). A target date of October 15 for product launch was set and met, fully branded "MyJobMatch" and with an awareness campaign to accompany it.
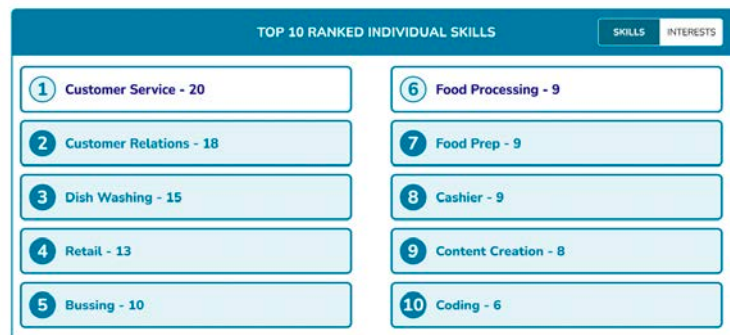
Figure 2. MyJobMatch is Launched
Sample image from MJM Platform showing the top skills shared by all of the job seekers entered into the platform at the time of the image capture.

See Insight #6: It should not be understated the considerable amount of work and collaborative effort that it took to achieve this, especially with a user interface that was describe as "easy and enjoyable to use".

Conceptually, the MyJobMatch platform was intended to:
1. Support staff by providing a useful tool that could make their job easier (e.g., help matching, useful database, replace some tasks),
2. Support job seekers by providing a greater variety of job opportunities and a better match with available jobs and employers, and
3. Support employers by identifying better matched job seekers for the positions that they are looking to fill.

However, until implemented into the weekly routine of the employment support staff, the primary end-user of the MyJobMatch, it would be impossible to test the concept.

See Insight #6: The platform was developed with input from employment support organization leadership and the wealth of experience and knowledge of frontline staff.

Defining and Incorporating the New Processes
As the MyJobMatch platform was evolving, a variety of other activities were driving forward the design of process changes that would accompany and support the integration of MyJobMatch into the employment supports workflow. These key process changes are highlighted in the MJM Logic Model and in Table 4. They developed over the course of product development as leadership looked for opportunities to support the roll out of this pilot program.

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One particular challenge that was identified through the interim evaluation findings was that, especially in the first 6 months of the project, there was little engagement with or communication to the frontline staff about all of the changes that were occurring and why, and how those changes aligned with the future of employments supports services.

Table 4. Key Changes to the Employment Support Process
• Less interaction with employers and employment specialists
• Incorporating MyJobMatch into workflow (entering and updating information, matching via the platform)
• New positions focused on front end engagement with employers
• New partnerships allowing for increased number of available jobs, and also sharing of your own organizations job (typically each organization just has their own list)
• Broader definition of who is receiving services

The Initial Testing Phase

With MyJobMatch officially launched and initial kinks worked out, use of MyJobMatch, how it fits into the organizational workflow was realized from December 2022 to March 2023 (end of this project and evaluation phase). The following section highlights the overarching findings related to this test and try phase.

More Work Than Expected. While the project team and leadership were actively engaged in all aspects of the project, the employment support began to feel the impact of these changes during the fall of 2022. With that came a change to the overall workflow with both anticipated additional work tasks and unanticipated impacts on workload (see Table 1. Impacts of Workload Changes).

Table 5. Impacts of Workload Changes

Anticipated new activities reported to have increased workload	Unanticipated activities reported to have increased workload
• Internal meetings, learning sessions, various training, evaluation activities (e.g., focus groups, survey completion) • External marketing and awareness of the changes and implementation of MyJobMatch *Note: Internal/external to CLTO and Corbrook.*	• Duplication of data entry and file management of ODSP paper file and MyJobMatch database • Employment Specialists felt they still need to spend efforts to build employer relationships in order to best meet the needs of the people they were supporting

It's Not Really Helping our Job Seekers. Employment support specialists across both CLTO and Corbrook, reported that in general MyJobMatch was promising; they could see how it could be helpful and in general they though the platform was easy to use (see Insight #6). However, the challenge arose in that they found that there were concerns around how relevant that matches were and once a match occurred, the process was not conducive to facilitating an actual hire, particularly for those furthest from the labour market (which is many of the individuals with and developmental disability).

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The relevance of matches is key because providing greater number of job opportunities and better alignment of jobs were opportunities that employment specialists really valued, for the work they do. Staff found that:

1. The majority of jobs that were available (largely inputted by other individuals) were not well matched to the skill-level and capabilities of their job seekers. The jobs that were well matched were the ones that they entered themselves.
    a. A related fact that may be both a result and a cause of the lack of "appropriate jobs" is that there was some hesitancy to input jobs that they knew would be good matches for their job seekers because it would decrease their chances at filling it (coupled with limited appropriate jobs from other organizations)
2. When an appropriate job match occurred, it was subsequently identified that it was inappropriate because the database was not up-to date. For example, a job seeker may have found another job, but this was not updated in the database. In general, relevant updates that get updated in the notes of the paper file (that is an ODSP requirement) are prioritized, and the second update to MyJobMatch is not. Although, the magnitude of this issue is unknown, it was reported as a regular occurrence by staff.
3. When there was a job match, the next steps for application were more traditional than what typically has worked in their experience. For entering a general pool of job applicants rather than having a warm "handoff" between the employer, employment specialist and job seeker.

Inherently, these challenges do not detract from the perceived value of MyJobMatch and the processes changes. Instead, they indicate opportunities to make improvements to fully realize the benefits of change. These include:

- Identify how the employment specialist role may need to evolve to better align with organisational direction, and/or create additional positions to better address the challenges (Recommendation 6)
- Identify how to increase appropriate employment opportunities (Recommendation 10)
- Identify how job seekers can be better matched to the jobs available (e.g., training, mindset change, etc.) (Recommendation 10)
- Encourage and facilitate employers to grow their capacity and understanding of inclusive hiring and on the job support for people with developmental disabilities (Recommendation 11)

Test and Adapt

In a short timeframe (1 year), CLTO, Corbrook and P4G designed, built and implemented a technology solution and employment support process changes to address the anticipated business and staffing impacts of funding changes. They did not aim to get it perfect, and understood that implementing MyJobMatch and the process changes would help to drive towards a future state that was informed by evidence. The evaluation component of this project is an indicator of that desire and focus. Over the course of the rollout, the project made several adjustments to adapt and improve the platform, processes and perception of the work, highlighted in Table 6.

Table 6. Project Changes Initiated During the Evaluation
• Hiring change management consultants to support organization through the transition
• Creating new positions and partnerships to support the employer engagement and recruitment part of the employment supports service

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- Creating a formal program, training, and supports to communicate and facilitate the understanding of the new changes
- Incorporating feedback into updating functionality of the platform

Ultimately, the implementation of this pilot has been successful, with valuable lessons learned about how to maintain and grow that success.

- Increasing interest and collaboration among employment support agencies involved in the project and in the sector more broadly
- Employment support staff see the value, and are looking for that value to be realized
- There is an opportunity to grow more tailored support for people with a developmental disability through these changes

Evaluation Findings

The table below provides a summary of responses to the five key evaluation questions that guided the evaluation research. In the section that follows the table, we respond to each of the key evaluation questions in greater detail by generating key findings and insights through analysis and interpretation of the data collected throughout the evaluation (see Methods, evaluation planning documents). The insights are organized by evaluation question but because of the interrelated nature of the findings, some insights may be relevant to more than one evaluation question.

Table 7. Summary of the Evaluation Findings

Question	Overall Impression	Key Takeaways from the Evaluation
1. To what extent have the changes to job development processes been successfully implemented?	Good	1. MJM was built, tested, updated, marketed 2. Staff provided feedback, were trained 3. Processes and new positions are operational
2. Has the MyJobMatch Technology and Processes been implemented in a manner that supports the realization of intended outcomes?	Opportunity	4. Successful iterative and collaborative approach 5. Low utility of MJM for ES staff and increased workload 6. All parties believe MJM and the process changes can have a positive impact, if known challenges can be overcome
3. To what extent has the project helped ensure that job seekers are able to meet the new ministerial funding minimum of 20 hours of employment/week/JS?	Opportunity	7. Not yet known how effective MJM will be in addressing job market pressures and/or individuals' motivation to work 20+ hours and more than one job 8. 20 hours/week requirement may not be appropriate for job seekers furthest from the labour market

Question	Overall Impression	Key Takeaways from the Evaluation
4. What impact has the project had on job development processes?	**Challenge**	9. Some misalignment in the function of job development with/without MJM 10. Increased workloads and duplication of work for ES Staff
5. To what extent has the project contributed to fostering an environment to better support people with intellectual disabilities in their pursuit of employment?	**Good**	11. The project has contributed to increased collaboration among ES agencies in response to the funding changes and facilitated through MJM

Process Evaluation Insights & Findings

The first process evaluation question seeks to explore the extent to which the two project workstreams (MJM and job development process changes) have successfully been rolled out.

> 1. To what extent have the changes to the job development process been successfully implemented?

It is clear from the evaluation that the MJM platform is valuable and relevant and has been successfully implemented. Changes to job development processes have not yet been fully integrated into workflows and the MJM program has yet to be finalized. Additional involvement of ES Staff, and structure and support are needed to increase uptake.

Insight #1 – **The Project Team has built strong relationships and have successfully collaborated to build a platform and initiative that leverages the expertise of the partner organizations, increasing the value and relevance of the MJM initiative.**

The Project Team has successfully stayed connected through implementation of the two main project workstreams, helping to collaborative guide implementation as the project has been rolled out. Experiences with collaboration on the project has led to Project Team members feeling able to draw on others for support, and had increased understanding and alignment of the work.

From the perspective of the Project Team, each organization brings valuable expertise and experience - CLTO and Corbrook in developmental employment supports and P4G in technology insights – that has successfully been leveraged in the process to design the platform and process workstreams. As well, leveraging the perspectives and expertise of CLTO and Corbrook through the partnership has been helpful in responding to challenges related to transformation in the ES sector. The partner organizations offer unique perspectives based on their experiences in the sector that have helped increase the relevance of the work to other ES agencies and the sector more broadly.

There are some outstanding questions around roles and responsibilities for future project implementation. Despite that CLTO is ultimately responsible for the project, partner organizations have been tasked with supporting internal staff and external organizations. There are opportunities to address responsibilities for future phases of the work to ensure success.

Insight #2 – **ES/JD staff have valued the intentional opportunities to connect with management and have found the MJM trainings very useful for voicing concerns and gaining support to implement process changes. These efforts have resulted in some increase in buy-in among ES staff.**

Trainings and support on MJM have provided staff with a visible and tangible product of impending changes to job development for them to react to and voice their concerns about. ES teams found the training helpful in understanding how to use features of the MJM platform, and have also appreciated the opportunity to have their questions answered and provide feedback on MJM (see Insight #6). ES staff advocated for ongoing opportunities for technical support/training for MJM once they are using it regularly in their work and when there are significant changes to the platform.

From the perspective of the Project Team, MJM trainings with staff from both CLTO and Corbrook have provided additional value as staff can connect with each other and hear answers to questions posed by other teams. Some members of the Project Team and ES staff advocated for more opportunities for ES staff from CLTO and Corbrook to connect and discuss shared challenges and potential solutions related to implementation of the process changes.

Opportunities to gain support from ES Management through ongoing communication (meetings, mentoring/coaching and encouragement) has been helped Corbrook ES staff maintain connection. From the perspective of Corbrook ES Management, staff are open to expressing their perspective on challenges and concerns that should be addressed. Finally, from the perspective of some ES staff and the project team, opportunities to engage in conversations as part of the evaluation have resulted in staff feeling heard and part of the conversation on challenges and what is working well with implementation of the process changes.

Insight #3 - **There is some disconnect between implementation of the MJM technology and job development process changes, related to the staggered implementation of the two main project workstreams, that contributed to low uptake of MJM among Employment Specialist staff and impacted the ability to achieve outcomes related to matching job seekers to opportunities.**

Across all perspectives, the MJM technology led implementation of the changes to job development processes and employment support within the partner organizations involved in the project. In the late summer and early fall of 2022, teams were first exposed to the changes that would take place within their organizations through introduction and onboarding to the MJM technology by P4G. P4G provided onboarding and training support to ES teams, and the initial opportunity for teams to voice their questions and concerns related to the open job network that MJM offers. At this time, CLTO ES staff were encouraged but not required (through processes, targets, etc.) to use MJM in their daily work. Corbrook had developed specific processes to ensure that ES staff were adding job seekers and jobs into the MJM database. Early on, Corbrook ES staff were required to enter all job seekers and jobs into the MJM database and by April 2023, staff were working toward a specific target of inputting 5 news jobs per day.

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In October 2022, working with an external consultant, CLTO actioned efforts to develop the MJM program that would guide implementation of job development process changes and support the integration of MJM to employment supports. ES teams were included in conversations focused on developing an understanding of job development roles and processes which would help inform the design of the MJM program. The MJM program progressed to a pilot for teams to implement and provide feedback on with the intention of incorporating into a final version. CLTO also developed and implemented new internal roles focused on employer recruitment at CLTO (in partnership with RWA) to increase capacity and support the process changes.

The interim evaluation report (developed in December 2022) focused on implementation of the project identified a lack of clarity around plans and expectations for process changes and integration of MJM, related to varying levels of information among ES teams, management and leadership and the staggered implementation of MJM and ES process changes. It found that CLTO leadership were taking steps to test processes to help the organization prepare for anticipated changes to the sector through focusing on MJM, the philosophical shift to the open job network, developing new processes and learning as they go (enabled by the pilot nature of the project). It also found that some ES staff felt they needed more information on how to incorporate MJM into their daily routines. CLTO and Corbrook Management have continued to work with teams to identify opportunities in the current processes where they can be using MJM and have reiterated that the value on MJM comes from entering as much information as possible. In addition to the efforts described above, ES teams have continued to receive training on MJM as needed, as well as support to implement the MJM pilot program.

At the time of the final evaluation report, the MJM program is being finalized while adaptations to MJM platform are continuing to move forward as planned. CLTO continues to market MJM to the sector and a process to guide onboarding of new agencies is being developed. A mobile version of MJM has been developed and there is ongoing work to build a dashboard that leverages MJM system data for teams to monitor their work and identify areas of improvement toward success.

Overall, the staggered implementation of MJM and job development process changes has led to low uptake of the platform among ES staff and reduced ability to achieve outcomes related to matching job seekers to opportunities. Usage summaries from MJM shows that in January 2023, on average 1-2 ES staff were using MJM per day and in February, this number grew to 9-10 people per day.

Evaluation data from interviews held in April 2023 revealed that teams at both CLTO and Corbrook are mainly relying on old job development processes to support job seekers through previously established methods of sourcing employers/jobs and matching without using the MJM tool. Some shared that teams are mainly only adding jobs to MJM when they are not able to find an individual within their organization that may be a good fit. Currently the process that Corbrook ES staff are using to source jobs and employers is focused on filling industry gaps that current individuals are looking to work in. The next phase of Corbrook's work will involve booking sessions with prospective high school students and leveraging MJM to help students to identify and facilitate potential job matches.

There are contrasting perspectives on the staggered implementation of the two workstreams. Some shared the perspective that implementing the technology ahead of job development process changes was helpful for gaining ES teams' reactions and feedback that would help with adaptations to the platform and increase useability for ES staff, whereas others identified the need to address ES staffs' concerns about the integration of MJM to job development processes earlier on in the project to support staffs' use of the platform. From some perspectives, low uptake of the platform has resulted from lack of consistency in implementation of job development process changes at CLTO because ES staff are not required to use the platform.

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<u>Insight #4</u> – **Related to the low uptake of MJM among ES staff, there is some ambiguity about expectations for applying process changes (including integration of MJM) among ES teams, resulting in a lack of understanding and action taken to implement the changes.**

Communication from ES Management to teams is one way in which staff have been guided to implement job development process changes. Throughout the project, ES staff have received messaging from their organizations about the value of MJM and the importance of entering information on job seekers and employment opportunities to the database to facilitate matching using the platform. Using MJM usage reports, the Project Team was able to identify the frequency that teams are engaging with the platform and targeted communications encouraging use of the platform in response. From the perspective of the Project Team, the communications have helped increase time spent on the platform to some extent.

Development of the MJM pilot program was also intended to help teams implement MJM in their roles. To action the program, 'champions' from CLTO and Corbrook teams have been identified and given change management tools to advocate for MJM and encourage use of the tool among colleagues within their organizations. Through the pilot program, ES staff can access schedules intended to help them integrate MJM into their daily workflow and processes. During final interviews for the evaluation, some suggested that ES staff need more support to help manage their time to include uploading information to the MJM database.

Despite the above efforts to encourage uptake and support ES Staff, staff have ongoing questions and concerns about how they are expected to integrate MJM into their daily routines in a way that will enable them to meet the current targets for helping job seekers find and maintain employment. To address these concerns, some suggested that more specific information on the focus and tasks associated with new job development roles was needed to help hold staff accountable and bring clarification of the work staff need to do to source employment opportunities and employers to populate the database. Currently at CLTO, Employment Specialist job descriptions only cover job development and coaching and lack responsibilities related to job sourcing (although ES Staff are already doing this in their roles). At Corbrook, under the new SSM, there are new staff structures being developed to respond to new funding requirements related to the number of intakes of individuals into employment supports agencies. Development of the new structures are intended to set parameters around these processes and requirements for uploading data into MJM and other data management systems.

It's important to note that there has been some variation in uptake of MJM between Corbrook and CLTO. From some perspectives, there has been greater uptake among Corbrook staff as a result of structured expectations to implement process changes, and contextual factors such as Corbrook's placement within an SSM.

> ## 2. Has the MyJobMatch Technology and Processes been implemented in a manner that supports the realization of intended outcomes?

Building on insights from previous key evaluation question sub-questions that identify the extent to which the workstreams have been successfully implemented, this question seeks to measure the extent to which implementation has achieved desired results.

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The iterative and collaborative approach to MJM has been a success of the project. Despite this, the evaluation found lower than desired buy-in and utility of MJM among ES staff related to uncertainty if MJM will help ES staff to do their jobs and support job seekers. Additional information and understanding for ES teams is needed to realize outcomes.
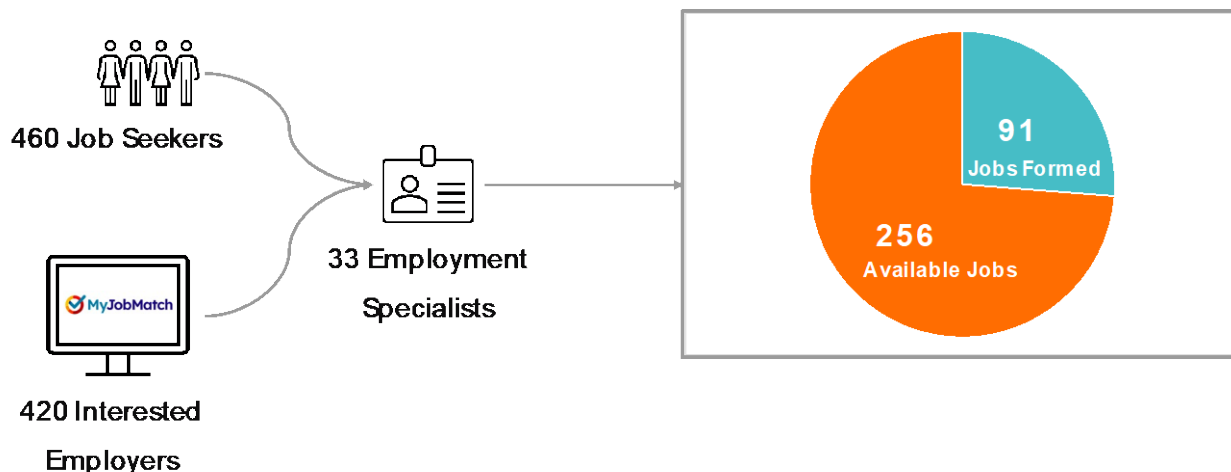
Figure 3. Use of MyJobMatch to Match Employers and Job Seekers
Over the course of the project 460 job seekers were inputted into MJM and 420 employers expressed some level of interest in MJM which resulted in 347 jobs that were posted (91 have been filled and 256 remained open at the time of this data pull in April 2023).

Insight #5 – **ES/JD staff have an increased awareness and understanding about the importance of changes to employment support to address sector transformation, but it is not certain if and how MJM will help them to do their jobs and support job seekers to find and maintain employment. This has resulted in lower than desired buy-in and utility of the MJM program. A key contributor is that Employment Specialists have not fully been brought in to influence new job development roles and processes within their organizations to address sector transformation.**

There has been some lack of clarity among ES staff about why job development processes were changing. The interim evaluation report (produced in December 2022) found that the 'problem' that the MJM initiative intended to address was not clear to employment supports staff – the 'why' or reason for the overall strategy to address ES sector transformation. It highlighted the importance of key messaging about the 'why' from organizational leadership to teams. At that time, messaging about the 'philosophical shift' had primarily come from P4G through training sessions on MJM. The Project Team advocated that ES teams needed to hear from leadership more, including endorsement that that MJM is trustworthy, comprehensive, and has the information needed to facilitate job matching.

Efforts to provide information 1) leadership providing clarity about the need for changes to employment supports, why changes are taking place within the organizations and how changes will help facilitate success through, and 2) communications from employment support management have been successful in increasing staffs' awareness and understanding about the importance of changes to employment support. In February, ES leadership from CLTO and Corbrook provided information during a session involving change management activities and information about the MJM program with ES staff. Key questions and concerns among ES teams highlighted in the interim evaluation report were leveraged to

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guide the messages and discussions with ES staff with during the session. Leadership aimed to address, at a high level, concerns about changes to employment supports with the intention of encouraging staff and giving realistic information about changes the amount of funding organizations will receive under the new funding model. During the session, the external consultant hired on to develop the MJM program also shared information about the process changes and how their roles would change when the MJM program is implemented after piloting.

Two change management sessions for ES staff have been facilitated during the project. From the Project Team perspective, the sessions have facilitated open communication about the broad scale changes and impacts to employment supports and provide teams with the opportunity to build new skillsets and techniques related to communication. ES staff have found the sessions valuable as well.

The interim evaluation report also identified that development of new job development roles and processes (including integration of MJM) collaboratively with ES/JD staff provided an opportunity to: 1) better understand and leverage strengths in existing processes and 2) improve buy-in from ES/JD staff. From the perspective of the Project Team, ES teams at CLTO and Corbrook bring unique strengths and expertise that can be leveraged in developing the new job development processes. CLTO has one of the biggest employment support teams in the Toronto region with years of experience and Corbrook staff who are newer to their roles bring fresh perspectives and are flexible in their approaches to providing employment support.

The main way that ES staff have been brought into development of new job development processes is through consultations to support development of the MJM program. In the fall of 2022, ES teams took part in consultations with an external consultant focused on understanding how they do their work and how they think MJM will change those processes. Teams' input and feedback (along with input from the Project Team and Steering Committee) was used to design the program. In February 2022 after the program had been drafted, the external consultant invited further feedback from ES staff which resulted in the MJM pilot program.

Pilot program leads at both ES agencies were identified to head the implementation of the pilot program where they are expected to collect data from staff that will be used to guide job development process changes. Some suggested that through piloting the MJM program at their organizations, Corbrook ES staff have been able to identify what they need in order to use MJM successfully. For example, the team was able to clarify the need to conduct outreach to employers in order to identify opportunities for the MJM database. Pilots leads are supported through the MJM program materials and site visits and email updates with the external consultant.

Despite efforts during the project to increase understanding of why the initiative is needed and to include ES staff in the development of the process changes, ES Management continue to hear concerns from staff questioning how MJM will make processes more efficient and effective. As indicated by previous findings, there been low uptake of MJM among teams (see Insights #1, 2), which further indicates low levels of buy in and utility of the program among ES staff. It is likely that ES/JD staff have yet to see how changes to employment support processes will tangibly help them in their roles to support job seekers to find and maintain employment opportunities. Moving forward, members of the Project Team have advocated that staff need to see "success stories" of matches to better demonstrate the impact of MJM and motivate staff to adopt the technology.

<u>Insight #6</u> – **The iterative and collaborative approach to implementation and adaptations of MJM has positively contributed to the platform's value and usability which has positively impacted the platform's sustainability.**

Adaptations to MJM have included both planned changes/adaptations and changes resulting from user feedback. Early versions of MJM as a Minimum Lovable Product (MLP) were developed based on the Project Team's understanding of the needs of ES agencies at the beginning of the project developed through conversations with ES management and leadership and review of organization documents. Following development of the MLP, adaptations through scheduled product releases allowed for changes based on user feedback, bug fixes, and other improvements through testing done in staging sites. For example, in January 2023, the product release focused on changes informed by users (e.g., adding employer status information, multi day selection to add in employment schedule for individuals) and planned adaptations for new product features such as mail notifications/reminders and providing the user guide in URL format.

Feedback from the Project Team, Steering Committee, and ES staff has been leveraged to inform adaptations to MJM throughout the project. Teams in particular have played an important role in shaping MJM through feedback and identifying opportunities for changes to the platform through training sessions, regular touchpoints with P4G, and during the project's second change management session. From the perspective of the Project Team, ES teams have been able to develop a deeper understanding of the objectives of MJM as the project rolls out which is helpful for providing feedback on the platform.

The Project Team has also played an important role in guiding implementation and adaptations of MJM, based on observations about changes that are most helpful for their teams as well as providing direction on the most important changes to be addressed to help achieve project outcomes. For example, consultation with the team helped identify that using data that exists in the MJM system (e.g., skills for top jobs placed, how long does a job stay open for, how many JS are missing details) may help encourage modifications to workflow from ES staff, as opposed to data collection plans that involve additional workload for ES staff on areas that are potentially less relevant to them. P4G has also leaned on the guidance from the Project Team to determine adaptations to be prioritized (e.g., scheduled maintenance items vs. changes that are likely impact users substantially).

All perspectives agreed that adaptations to MJM, informed by the users (i.e., ES staff), have been implemented in a timely manner and have resulted in increased buy-in, value, and useability of the platform. From the perspective of the Project Team, P4G's practice of hearing and responding to concerns and suggestions from ES staff has contributed to a sense of "my voice had some value" for ES teams. Throughout data collection for the evaluation, ES teams described MJM as extremely user-friendly.

Given these findings, many perspectives spoke positively about the opportunity to expand MJM to other agencies, as well as employer and individuals, and mentioned the platform's useability as a facilitating factor for that expansion.

The ES Staff survey helped to uncover what are the perceived key benefits and challenges related to the incorporation of MJM into the employment supports workflow. In particular, the benefit of MJM is highlighted as potentially leading to a higher number of job opportunities and job matches. The most positive responses were across the first 3 questions in Figure 4 (i.e., more jobs, more matches, faster matches). In total 15/36 (42%) responses were positive and only 1/36 (3%) was negative.

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There was a mixed set of responses to questions that probed the extent to which the platform and process changes (and more broadly the project) allowed for additional time to spend (e.g., with Job Seeker, Employer etc.). Across Figure 4 (questions 4 -7) and Figure 5 (questions 3, 5, 6) there tends to be a balance of negative (26%) and positive (19%) responses.

Finally, it was clear from Figure 4 (questions 8, 9) and Figure 5 (questions 7, 8) that most ES staff reported that the change may have actual made things more challenging and added to their overall administrative burden. A total of 23/48 (48%) response were consistent with this interpretation.
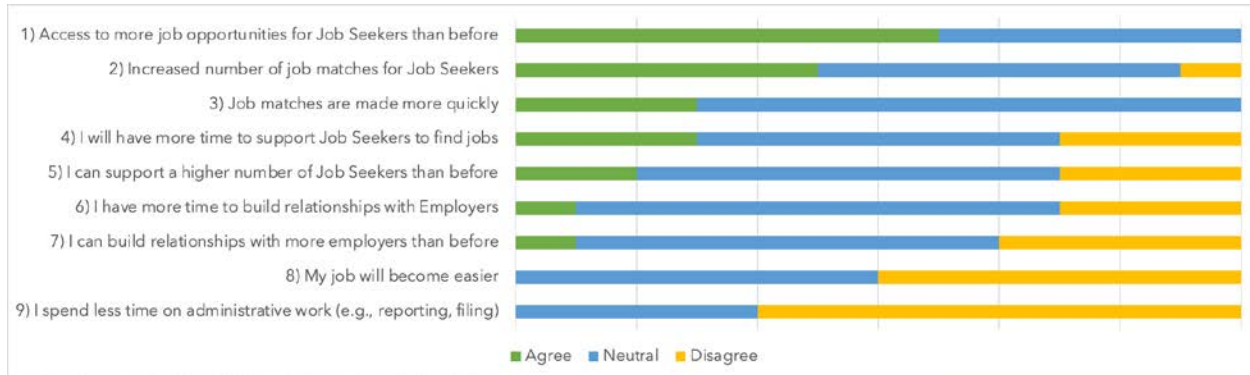
Figure 4. Positive Impacts Associated with MJM and Process Changes
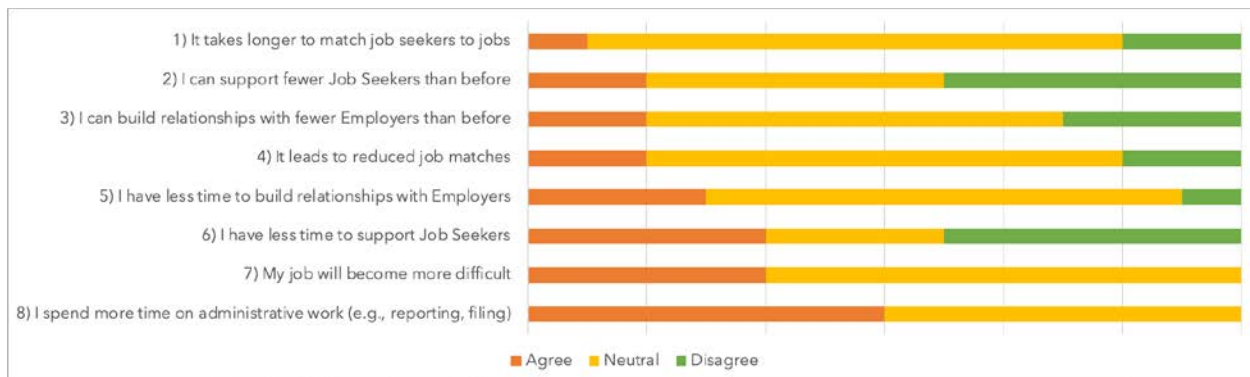
Figure 5. Negative Impacts Associated with MJM and Process Changes

Outcome Evaluation Insights & Findings

Building on process evaluation findings, the outcome evaluation questions explore the extent to which the intended outcomes from the project's work have been achieved or will be achieved as a result of implementation of the two workstreams – MJM and job development process changes. The key evaluation questions relevant explore three overarching outcomes the initiative aimed to bring about:

1) Improving ES agencies' ability to support job seekers to meet the new ministerial funding minimum of 20 hours of employment/week/job seeker,
2) Supporting ES staff to do their jobs to support job seekers,
3) Increasing awareness of the MJM platform among employers and other agencies and fostering an environment to better support people with developmental disabilities to get jobs

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The section that follows presents key insights and findings that respond to key evaluation questions related to these outcomes, and identifies opportunities and recommendations for consideration. During the course of the evaluation it was recognized that the timing of full realization of the platform use (approximately March 2023) made it difficult to determine the extent of the expected outcomes. Therefore, the findings and insights highlighted below, focus on what is known and what is anticipated.

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3. To what extent has the project helped ensure that job seekers are able to meet the new ministerial funding minimum of 20 hours of employment/week/job seeker?

This evaluation question aims to explore the extent to which the project helps address the incoming changes to funding for employment supports agencies, and the potential impact(s) of the funding changes overall.

While MJM provides access to a variety of job opportunities, it is not yet known how effective MJM will be in addressing job market pressures and individuals' motivation to work 20+ hours/multiple jobs. The evaluation findings suggest that the minimum 20 hours/week requirement may not be appropriate for job seekers and more research is needed to determine the impact of the funding change.

What was clear, there was a mismatch was between the employers desired hours (for the available job opportunities in MJM) and for the role and the desired hours that jobs seekers were looking to work (see Figure 6). Based on the 261 available jobs (April 2023), over 90% of jobs in MJM were for more than 20 hrs of employment, while only 30% of the 393 job seekers were anticipated to be open to working those hours (19% no preference indicated 11% wanted more than 20 hours). Additionally, most job seekers were listed as wanting 20 hrs (66%) which could be a "default response" for employment staff, when entering job seeker info.
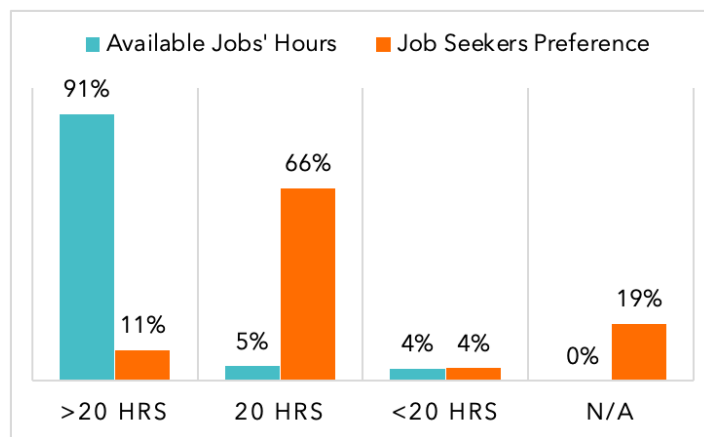
Figure 6. Mismatch between Available Job Hours and Job Seekers Preference

The number of hours that were listed for each job (Available Job Hours) and the preference of number of work hours per week that a Job Seeker wanted to work were group into 4 categories (above, equal to, less than 20 hrs, and N/A- for those who did not specify).

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Additionally, while it is not clear what impact age may have on the willingness to work multiple jobs and/or greater than 20 hrs, future analysis of this relationship may be warranted. In particular, the age distribution of job seekers in this project (see Figure 7) shows mostly young adults who, since they have a developmental disability, may have different needs and expectations for employment.

Figure 7. Age distribution comparison for job seekers and Canadian population[8]

Insight #7: **External factors related to job market pressures, employers' hiring and staffing practices, and individuals' motivation to work introduces challenges to ensuring job seekers are able to able to meet the minimum of 20 hours of employment/week/job seeker. It is not yet known if MJM can help address these and other external factors. The evaluation has produced some evidence to suggest that the minimum 20-hour requirement is not appropriate for job seekers with developmental disabilities, and more research is needed to determine the impact of the funding change.**

ES staff have multiple concerns about the impact of mandating job seekers reach a minimum 20 hours of employment/week. The main concern is that individuals who do not want to work 20 hours per work or more will have fewer opportunities with the sector transformation and will "fall through the cracks". Another key concern is that part time work is defined as 4-28 hours, suggesting that 20 hours is perceived as arbitrary and is not amenable most people currently supported by ES agencies.

ES staff shared valuable perspectives related to individuals' motivation for wanting to work that contextualizes the potential impact of the minimum 20 hours per week on job seekers. A key driver for work among individuals is not necessarily to work more hours to earn money, but instead individuals often want to work to keep busy by doing something meaningful (e.g., contributing) and/or to socialize (e.g., form healthy, reliable relationships). Interviews with individuals for the evaluation supported this perspective. Most individuals who participated in interviews for the evaluation shared that their motivation to work was related to wanting structure in their days, independence, and social relationships with those they worked with or engaged with through work. ES staff suggested that clients may also be less incentivized to work more than 20 hours as it can impact their ODSP funding.

There are multiple external factors that complicate the 20 hours of employment/week/job seeker. From the perspective of ES staff, job market pressures can negatively impact the availability of work for people with developmental disabilities and ES staff's ability to identify job opportunities. The suspected

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[8] 2021 Statistics Canada Population Estimate

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increase of minimum wage may reduce the number work hours available as employers may struggle to pay wages, which may disproportionately impacts individuals with developmental disabilities. Wage increases also make it less financially feasible for employers to hire people with developmental disabilities. Employers may be looking to increase the effectiveness of current staff by hiring people who can adapt to circumstance and potentially have more than one role or function which is challenging for many individuals because they are less flexible and adaptable in the work they can do.

Increasing the number of work hours may have unintended but negative consequences on some individuals from the perspective of ES staff. If individuals work an increased number of hours per week, this may lead to having to take on more responsibility and tasks that could potentially disrupt some individuals' ability work. A typical job accommodation (or job carve) helps ensure that individuals are able to work at times where the job is less demanding (e.g., during slower times of day or slower days of the week) which may not be possible if individuals are working an increased number of hours.

Insight #8: **The concept for MJM was, in part, built on the assumption that some job seekers are willing and able to work 20 or more hours per week, and the focus of the project has been on multiple jobs for jobs seekers to reach the minimum 20 hours/week. The evaluation has demonstrated that multiple jobs are may not desired by some job seekers and may not be appropriate for other, which may limit the ability of ES agencies to leverage MJM to support job seekers to gain employment of 20 hours or more and achieve the minimum number of hours required for funding using.**

From the perspective of ES staff, the concept of individuals working multiple jobs to meet the 20 hour minimum number can bring additional challenges. In speaking about the employer perspective, ES staff described potential concerns about "competing" for individuals' work time in situations where they are working multiple positions. There may also be challenges with conflicting work schedules that can require more planning and coordination. Finally, as learned through the evaluation, most (but not all) job seekers were not agreeable to working more than one job at a time.

4. What impact has the project had on job development processes?

This evaluation question seeks to explore how job development process changes have been developed and implemented, perspectives on process changes, support for ES Staff through changes to their roles, and other related outcomes.

There is some misalignment in the function of job development with/without MJM and implementation of job development process changes has resulted in increased workloads and some duplication of work for ES Staff.

Insight #9: **There are key differences in the current processes used by ES staff and the intended process changes using MJM to source employers/opportunities and to facilitate matches between job seekers and opportunities. Although there has been less focus on job sourcing for ES staff with the MJM initiative related to intended job development process change, ES staff are still finding the need to do this work due to a lack of 'appropriate' job opportunities in MJM. ES staff are also relying on current processes to match individuals to job opportunities related to the need for more specific**

information to facilitate matches. As a result, there is some duplication in activities to source employers/jobs, and ES staff experience increased workloads.

As mentioned in earlier sections of the report, ES staff find it challenging to identify employers and job opportunities that are considered appropriate for individuals with developmental disabilities. ES staff working to recruit employers find that organizations are aiming to centralize their HR processes to be more efficient/streamlined which makes it more difficult to make connections to hiring managers, build relationships and to educate employers on the value of providing employment to people with developmental disabilities and job carve.

Finding employers and employment opportunities is a large part of the current function of job development and from the perspective of ES staff. Within these processes, potential job matches occur when ES staff identify job opportunities that are considered appropriate for job seekers with developmental disabilities. Staff then "screen" the opportunity to determine it may be a good fit for potential candidates they support by consulting three key sources of information: client file notes, communicating with colleagues, or calling participants directly. Staff use development lists which contain the names and information of all clients they are trying to place and key information about those clients in a format that meets Ministry requirements. Once it is confirmed that the client is a good match, the employer is contacted and the employer screening process begins. This process involves working with employers to figure out how best to fill the position, which may allow ES staff to identify one or more individuals for the role (e.g., if the job is four days, the ES staff pay propose two people at two days each). Finally, staff are directly involved in the "interview" process with employers and job seekers.

From the perspective of ES staff, there are multiple benefits to ES staff sourcing employers/jobs and matching job seekers using existing processes. Relationships are built that can facilitate job placement when a potential candidate is identified. It allows for job carving, the process in which ES staff support organizations to develop specialized positions for job seekers being supported. Connected to this, these processes help ensure that jobs are specifically for individuals with developmental disabilities. It also helps employers develop an understanding the potential needs of people developmental disabilities (related to employment) through interactions with the ES staff. Support during the interview to both individuals and employers is considered particularly successful in facilitating job matching because it addresses some of the barriers associated with formal interview processes faced by individuals with developmental disabilities. It also enables trust-building between employees and employers, in addition to identifying what job supports and accommodations may be required to best support the job seeker.

Within new job development processes, the intention is a reduced focus among ES staff to source employers/opportunities through development of partnership with RWA and new employer recruitment roles at CLTO to recruit employers and opportunities. Despite the positive progress made with these new positions and partnerships, there is a lack of well-defined process to connect this work to the work that ES staff are doing at CLTO. Once information on employment opportunities is entered into the MJM database, potential matches are identified by the platform. From the perspective of ES staff, job matching individuals to jobs in MJM is not helpful due to the inappropriateness of 1) the jobs entered into the system and 2) matches made using the MJM system. In addition, staff find that additional nuanced information is needed to facilitate matches that isn't consistently available in MJM.

When others are responsible for employer/job sourcing, jobs in MJM are not considered appropriate for the individuals that CLTO typically supports. This is related to the type of jobs being entered (i.e., mid-level jobs) where most individuals that CLTO supports are connected to entry-level jobs. Additionally, from the perspective of staff, new processes also don't allow for job carving which is seen as successful

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from ES staff perspective. As a result, ES staff may still need to source employers/jobs in order to match job seekers to opportunities which introduces potential risks related to miscommunications and duplicate conversations with employers (through efforts by ES staff and others) which can create confusion.

The second challenge is that matches made using MJM are sometimes not helpful or appropriate due to outdated information in MJM. Staff find they often need more information than what is provided by MJM, which leads to additional work for ES staff as they may be doing work with multiple information systems (i.e., paper, MJM database) to determine that job seekers are not appropriate for the job the job conditions are not appropriate for the client (e.g., proximity in travel time is too long). As described previously, ES staff rely on file notes, communication with colleagues and calls to participants to gather the information needed to match individuals to jobs. Keeping MJM up to date is considered duplicative and ultimately creating more work as job seeker paper files are considered the key source of truth that has to be completed for ODSP requirements. Some information in MJM may lack details needed to identify matches that meet the needs of clients. For example, proximity to jobs is based on travel distance in kilometres whereas CTO typically uses a 30 min travel time. Because proximity is measured differently in these processes, matching using MJM can lead to some jobs that are "too far away" for job seekers matched. Once individuals are matched with opportunities in MJM, they are entered into a process akin to a typical hiring process relying mainly on the resume and interview which can be a barrier to employment, and limits ES staff involvement to identify how jobs can potentially be filled with more than one candidate.

At Corbrook, all staff are responsible for sourcing employers and jobs. To maintain the MJM database, staff have to request detailed job descriptions from employers to input which staff has mentioned is a burden. In addition to adding information to MJM, staff have to maintain information in databases/platforms used by organizations to fulfill ODSP reporting requirements (similar to CLTO). This results in duplication of work and increased workloads for staff. Corbrook staff are managing changes to their workflow by connecting with P4G to share about how MJM is working in their roles.

Insight #10: **There is some misalignment between the current job development function (focused on job carving for a specific group of individuals/current individuals being supported by CLTO) and the intended function of job development through MJM (focused on supporting a range of individuals through the open job network). It is not clear that ES staff are aware of the intention to transform employment support using the MJM initiative, or how they will align their processes to this outcome.**

Currently, the function of job development at CLTO is to support individuals to find job opportunities by working with employers to carve out specific positions to make matches between employer needs in positions, and the needs of individuals. ES staff roles function as caseworkers to some degree, where staff work closely with individuals to determine their readiness for employment, their interests, and the types of jobs fit with their ability before consulting the pool of employers that CLTO has built relationships with. Once individuals are on the job, ES staff provide job coaching and continue to foster relationships with employers. There is also effort to bring in new employers that are willing to hire individuals with developmental disabilities. From the perspective of ES staff, there are a limited number of employers who are able to hire individuals with developmental disabilities and so there is competition among employment support agencies to identify employers and job opportunities to match to individuals.

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From the perspective of ES leadership and management, the MJM initiative is an opportunity to serve a higher number of individuals through employment supports by connecting individuals to a wider range of employment opportunities. Pursing this opportunity requires a shift in thinking related to collaborating with other ES agencies, openness to working with a greater number of individuals with a spectrum of ability, and sourcing employment opportunities that may not be specific to individuals with developmental disabilities. As highlighted in previous sections, CLTO has put specific arrangements in place to influence collaboration by working with RWA to identify jobs.

The perspective that sourcing employment opportunities that are not specific to people with disabilities is feasible rests on the notion that employers have obligations to accommodate staff and provide them with reasonable support, and that capacity building through mentorship and training can help increase their ability to provide this. Through the project work, staff at CLTO have been encouraged through the initiative to welcome more people into employment support to increase inclusion and access to the system, regardless of their identified readiness and ability to work. ES leadership mentioned that despite the low uptake among staff, there have been individuals matched to mid-range jobs through MJM.

5. To what extent has the project contributed to fostering an environment to better support people with intellectual disabilities in their pursuit of employment?

This evaluation question aims to establish an understanding of how this work has impacted opportunities for collaboration and relationship-building among ES agencies and with employers, and employment opportunities and matching for individuals.

The project has contributed to increased collaboration among ES agencies through MJM, a system that can facilitate collaboration through its database of opportunities specifically for people with developmental disabilities.

Insight #11: **The project has made progress on collaboration among ES agencies which has been valued by those part of how the changes will be implemented (job seekers, ES staff and organizations). It's not yet clear how employers will respond to or view the initiative. Moving forward, there is opportunity for other organizations/the sector to benefit from lessons learned on improving collaboration to support job seekers, with MJM providing a system for this through its database of opportunities specifically for people with developmental disabilities. Work is required to move collaboration forward, specifically related to how ES organizations will work together on MJM to match job seekers to opportunities.**

According to many, there is a long-standing culture of competition among employment support agencies stemming pressure to meet targets that help ensure the organizations maintain government funding. As a result of the competitive culture, there is often less collaboration among ES agencies. The MJM initiative has shifted levels of collaboration between ES organizations supporting people with developmental disabilities at both the frontline staff and management/leadership levels.

At the leadership level, collaboration between CLTO and Corbrook has driven the strategic direction of the work. Leadership's goal of increasing collaboration has been communicated and encouraged to teams as well as potential partners. Having CLTO, Corbrook, RWA and Karrie's Place involved in the

project and working together collaboratively has likely influenced collaboration in the sector more broadly, which is indicated by the increased interest in the platform from a variety of organizations.

From the perspective of ES Management, there has been successful collaboration where Management has worked together to develop and implement changes to job development processes within their respective organizations, and explore how teams can potentially increase collaboration in the future.

Frontline staff from CLTO and Corbrook participating in shared change management sessions and MJM trainings, discussing challenges and opportunities introduced by the MJM initiative. Other than these specific events, there has been an overall lack of interaction between the teams during the project. Some advocated that there is more work to be done on collaboration between ES staff at CLTO and Corbrook on the shared goal of getting job seekers into jobs. They suggested that staff have the opportunity to participate in ongoing meetings and touchpoints to discuss shared challenges and potential solutions as changes to roles and processes are implemented. It was also suggested that touchpoints between CLTO and RWA be arranged to discuss sourcing employment opportunities for current and future clients.

Efforts through the MJM initiative to improve collaboration within the broader sector have shown promise as well. There have been consistent marketing and outreach efforts to increase awareness and the potential for collaboration through ads in newspapers, presentations to the Ontario Chamber of Commerce, and various sponsoring events. The Project Team has observed lots of interest from ES agencies, prompting conversations around development of a process to onboard other ES agencies to the MJM platform. Part of the onboarding process is to develop best practices for engaging with MJM to ensure that other organizations understand the collaborative nature and intention of the tool.

From the perspective of frontline ES staff, due to increased workloads (see Insight #9) related to the administrative tasks associated with MJM, there is less time to spend on building relationships with employers and providing employment support to job seekers. This finding is related to previous findings related to the misalignment between the current function of job development (i.e., job carving for a specific group of individuals/current individuals being supported by CLTO) and the intended function of job development through MJM (i.e., supporting a range of individuals through the open job network).

Having staff who are focused specifically on employer recruitment and working with RWA to source jobs as well as access to the open job market through MJM indicate an increase in access to opportunities for job seekers. In contrast, and as previously described, some parties interviewed suggested that because the opportunities in MJM are not appropriate for people with developmental disabilities which may work against the indicators of success that have been shown so far. Although limited engagement with employers, it is promising that those involved have had a mix of experience with recruiting individuals with an intellectual disability and working with employment supports agencies for this target population. For example:

- 4 employers had a history of actively recruiting individuals with an intellectual disability while 2 did not
- 5 of 6 employers had hired individuals with an intellectual disability in the past 2 years
- 3 employers had previous experience with employment supports organizations

Additionally, it was clear from the employer engagement that employment supports were valued and perceived as being a key component of the ability of organizations to hire people with a developmental disability. All 3 emphasized the value of employment supports organizations making either easier (2 employers) to hire or being difference in hiring or not (1employer), and 2 of 3 organizations said that they would find it difficult or impossible to maintain employment without employment supports (on the

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job). While the other employer valued the support, they indicated that employment supports were not a necessity to hiring a person with a developmental disability.

From the perspective of ES leadership and management, the MJM initiative and collaboration between ES organizations is an opportunity to lead the employment supports sector. The MJM initiative encompasses an innovative approach to employment supports that, at its pilot stage and when fully realized, can benefit the sector by demonstrating the value of tailored support for individuals and collaboration among organizations to increase employment opportunities for people with developmental disabilities.

Recommendations

The following are high level recommendations based on what has been learned over the course of the project and through the evaluation specifically. The recommendations incorporate feedback from the Project Team and Evaluation Working Group provided during the development of this report. They are intended to serve as guides for the organizations in continue to develop and implement the process changes and MyJobMatch. Further work is needed to 1) design options that will enable the organizations to action the recommendations listed below, and 2) develop recommendations and options for wider application and sustainability of the MJM initiative.

Table 8. Project Recommendations

Support for Employment Supports Staff
1. Prioritize staying connected to and bringing together the ES teams within organizations to provide ongoing updates and opportunities for teams to voice their concerns about the process changes. This can be both formal and informal mechanisms. Examples include: • Dedicated standing agenda item in team meetings • Regularly schedule meetings (e.g., quarterly) to share information, collect feedback, discuss opportunities for improvement • Have a third party organization facilitate and formally documented discussion(s) • Regular email "newsletter" specific to MJM and process changes
2. Establish joint sessions between CLTO and Corbook ES staff so teams are able to connect, discuss shared challenges, and align on approaches to implement job development process changes. • Joint sessions should clearly establish what the objectives are, what everyone hopes to get out of them, and what will be done with the information discussed • Having clear roles and responsibilities will help to ensure that these sessions can be valuable for all involved • Consider alternating host organizations and incorporating other topic areas into those session (e.g., new approaches to working with employers and support people with developmental disabilities)
3. Provide ongoing opportunities for technical support and to give feedback on features and functionality as teams increase their use of MJM and as adaptations are made. Leverage the committee being developed by P4G for teams to interact with MJM Product Developers on an ongoing basis.

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- Consider a formal mechanism (e.g., dedicated email, suggestion box, meeting agenda item)

4. Ensure that employment support teams are as update as possible on project plans, timelines, and expectations. Consider how this is communicated and updated on a regular basis (e.g., project dashboard, shared folder, office posters, status update/emails).
   - Work to develop an understanding and communicate to ES teams about how changes to job development processes will facilitate success (e.g., success stories), leveraging what is known about job development objectives and targets during upcoming changes to employment supports funding.

Developing and Implementing Workstreams – User-Focused Platform and Process Changes

5. Continue to encourage and reinforce ES teams' use of MJM, and establish mechanisms to involve staff in designing how MJM can be integrated into job development processes.
   - Consider leveraging CLTO's new IT process-based design platform to ensure that Corbrook/CLTO ES teams are involved in and aligned on the design and development of new job development processes and identifying efficiencies. Continue to listen and respond to ES teams' input and feedback on MJM to build an understanding of how the platform can complement ES supports.
   - Adapt the design of the 'process' with learnings around what is working well and what needs adjustment from the evaluation.
   - Work to align the workstreams by refocusing on implementation of new job development processes (including integration of MJM) among ES staff and within agencies.

6. Identify how the current employment specialist role can be adjusted and designed to better align with the changes to employment supports broadly, and the workflow of the job development process changes/MJM program.
   - Any changes here, and considering all changes that have occurred to date, may require new Job descriptions for these roles, which may or may not have specific union implications.

7. Leverage learnings from Corbrook's experience in the SSM and work with ES staff to develop processes to maintain up-to-date paper file information for ODSP in MJM in a way that works well in the job development workstream.

Partnerships

8. Establish and document clearer roles and responsibilities (e.g., onboarding new agencies, providing information/support to employers) of partner organizations involved in future work related to the MJM initiative.
   - This includes (1) describing how ES staff and leadership are involved and how it impacts overall workflow, (2) outlining accountability measures, and (3) ensuring there is a mechanism for feedback that help influence the overall design of the processes.

9. Work with ES staff and Employment Support Organization Process Partners (e.g., Ready, Willing & Able, Kerry's Place) to identify approaches and processes to help a) increase appropriate employment opportunities for job seekers broadly (both those currently being

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supported by employment supports organizations, and those who are not currently not seeking employment support), and b) better match job seekers to jobs available.

10. Develop streamlined workflow process where interested employers are engaged with MJM, leveraging the partnership with RWA and CLTO staff working to recruit employers to provide education and information on hiring people with intellectual disabilities.

Areas for Further Exploration
11. Gain clarity on whether 20hrs/week is a provincially mandated requirement and determine opportunities to change that requirement to enable funding for those further from the labour market.
12. Ensure that there are formal mechanisms in place to consistently and systematically monitor the utility and useability of the MJM platform and process changes. The evaluation plan used for this project can be leveraged to support that.
13. Specifically monitor/follow-up with those individuals with multiple jobs to determine their outcomes, perspectives and needs

Appendices

Appendix A: Methods

Data Collection Strategy

An evaluation plan, developed in collaboration with CLTO, P4G, Corbrook and the Evaluation Working Group, guided the overall strategy for implementation of the MJM Evaluation and the data collection strategy. This approach was taken to ensure the evaluation would be feasible with reference to the appropriateness and availability of the data we planned to collect, and the methods used to collect that data, and that the evaluation would bring value to the organizations involved through the learnings produced.

Development of the evaluation plan began with building a Theory of Change and Logic Model that outlined the key project activities, outputs, and outcomes to ensure understanding and alignment of how the project would be implemented and the key results/changes (outcomes) the organizations hoped to achieve. The logic model, and key areas of interest for the Project Team and organizational leadership, evolved to key evaluation questions and sub-questions that frame the results section of this report. The Evaluation Questions included **implementation** and **outcome** questions. Implementation questions probed the extent to which the Process and Product Workstreams had been successfully rolled out and the Outcome questions explored the extent to which the intended results from the project's work have been achieved/or will be achieved (see Appendix E).

The evaluation plan provided a strategy for data collection by mapping the data needed to answer the key evaluation questions. Within the evaluation plan, the data requirements (Indicators & Metrics) needed to address evaluation questions were scoped and data gaps and potential data sources were

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identified. The evaluation team then developed data collection tools to measure key indicators for which a) administrative data were not available, or b) qualitative data was needed to answer key evaluation questions.

Data Collection Tools

The key data collection activities completed included:

- Confirmed data gaps and data collection requirements with the Project Team;
- Ensured that indicators were measured to answer key evaluation questions;
- Developed data collection tools to engage Project Team and Leadership, Employment Supports Staff, and others who supported the project's implementation (e.g., MJM Program Development Consultant) to learn about how the MJM and the job development process changes were being implemented, identify perceptions on the value of MJM and the job development process changes and the potential impact of the initiative on those providing and accessing employment support for people with developmental disabilities;
- Developed targeted surveys for employers to understand their experience with hiring people with developmental disabilities and perspectives on employment support;
- Developed interview guides for Job Seekers to understand their experiences with and motivation to work (including openness to working more than 20 hours per week and/or multiple jobs);
- Developed engagement strategies and processes for each set of respondents to ensure feedback was incorporated from key perspectives; and,
- Analysis of interview, survey, and administrative data and findings from data collection tools.

Several data collection tools were developed to capture specific data outlined in the Evaluation Plan:

- Perspectives of the **Project Team, organizational leadership, and implementation support** (change managers, MJM program developers) were captured through individual interviews conducted virtually using Teams and in-person on site at employment supports offices (CLTO and Corbrook)
- **Employment Support Staffs'** experiences and perspectives were gathered through in-person focus groups on site at employment supports offices (CLTO and Corbrook) and using an online survey
- **Employers'** experiences and perspectives were gathered using an online survey
- **Job Seekers'** experiences and perspectives were gathered through individual, in-person interviews on site at the employment supports offices (CLTO and Corbrook)

Discussion guides were developed for formal engagements and the process for data collection and the guides were reviewed by the established Evaluation Working Group to ensure good alignment with the project and day-to-day operations.

Engagement Sources, Methods and Timing

Over the course of the evaluation, we engaged with the groups highlighted in the table below to collect data that would enable us to key evaluation questions. Data collection took place in two phases: the first taking place between August to November 2022 resulting in an interim evaluation report and the

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second between January and April 2023 (resulting in this final evaluation report). The tables below summarize the phases of data collection.

Table 9. Data Collection August – November 2022

Engagement Group	Sub-Group	Data Collection Method	# of Participants
Employment Support Staff	CLTO and Corbrook Job Developers/ES Staff	Focus groups	15
Project Team	CLTO Project Management staff, CLTO and Corbrook Management staff, P4G Product Developers	Interviews/focus groups	5
Project Support	Program Development Consultant, Change Management Consultants	Interviews	2
Organizational Leadership	CLTO	Interviews	2
Total			24

Table 10. Data Collection January – April 2023

Engagement Group	Sub-Group	Data Collection Method	# of Participants
Employment Support Staff	CLTO and Corbrook Job Developers/ES Staff, Employer-facing CLTO and RWA staff	Focus groups	16
Project Team	CLTO Project Management staff, CLTO and Corbrook Management staff, P4G Product Developers	Interviews/focus groups	5
Project Support	MJM Program Development Consultant	Interviews	1
Organizational Leadership	CLTO, Corbrook	Interviews	3
Job Seekers	CLTO, Corbrook	Interviews	15
Employers	CLTO	Surveys	6
Total			46

Data Considerations

Job Seeker data:

The Job Seeker participants engaged in interviews for the evaluation were identified and selected by staff at CLTO and Corbrook. The participants selected were those who were available during a given window

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of time for an in-person interview and had an interest in participating in the evaluation interview. As such, the perspectives captured in the evaluation are not representative of the broader population of individuals who access employment support in their pursuit of employment. It should be noted that the intention of these engagements was to better understand the experience and perspective of some job seekers on motivation to work and experiences with employment to begin to explore how the incoming funding changes will impact this individuals with developmental disabilities who access services from employment support agencies.

Employer response rate:

The employer survey was distributed to select group of employers and only small sample completed the survey (6 employers, only 3 were fully complete). Given this, the information collected was not intended to and does not reflect the sentiment of employers. Despite this, we have highlighted the findings related to employers' perspectives for future consideration as the employment supports changes are fully realized.

Appendix B: Project Activities

Component 1: **Project Planning & Discovery**

- Build an understanding of the Employment Supports process
- Outreach to ES staff across agencies

- Build understanding of JD and employers' perspectives (including talent needs and restrictions)
- Determine project requirements and evaluation approach

Component 2: **Develop, Test & Improve the Platform**
- Design and develop custom version of MyJobMatch Employment platform
- Secure stakeholder and user buy-in
- Initial rollout (CLTO, Corbrook) and feedback gathering
- Feedback review and continued development
- Algorithm testing
- Initial marketing activities to employers

Component 3: **ESOs Align, Collaborate & Secure Jobs**
- Increase marketing activity to attract employers to use the platform
- JD stewardship/communication with employers to offer 5 hr increments and facilitate matches
- Communication among ESP
- ESP identify, match (based on skills, location, interests and abilities) JS with employers using recommendations provided by the platform
- ESP support JS through employment readiness activities, documenting in the platform
  - ESP track JS employment status
  - ESP provide job coaching, documenting in the platform
- Continued monitoring and development of the platform
- Product release

Component 4: **Change Management/Training (ongoing)**
- Develop, review, deliver webinars for ESAs and employers
- Revise webinars based on lessons learned for ESAs and employers
- Training and capacity-building
- Succession planning

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Appendix C: MJM Theory of Change

Problem (the challenge to be addressed)	Theory of change (why the intended change/results will happen)	Intervention (the initiative to be implemented)	Implementation theory (how the intended change/results will be brought)

• New model of employment support funding in Ontario – JS must complete 20 hours + work for Service System Managers (SSMs) to receive funding (fact)
• Process of 'job carving' (creating jobs for JS with IDs) is lengthy and time-consuming – SSMs spend a significant amount of time on this process (including administrative tasks involved) and the result is JS committed to one job and employer commitment is to one JS (and JD) (fact)
• Challenges sharing information about JS and employers to facilitate matching across the ES sector related to perceived competition across JD perspective (fact)
• More than half of the supported employment participants that CLTO and Corbrook work with (considered Level 4 JS under new funding model) work less than 20 hours/week (fact)
• Employers struggle to offer single employment of more than 20 hours/week and employers are hesitant about hiring someone with an ID (fact/assumption)
• Some JS are not willing/able to work >20 hours per week within the current employment support context due to the current commitment of one job/employer and lowered expectations, as well as limiting beliefs from the sector (fact/assumption)*
	• MyJobMatch employment concept and job building process have aligned purposes – to build employment opportunities for JS and enable sustainable employment (fact)
	• Administrative tasks involved in job carving (i.e., sharing information/maintaining information database and job matching) currently being done by ESP can be done through the platform's technology (assumption)
	• Having a centralized database and consistent process to facilitate information sharing and conversations about employment opportunities will increase job opportunities for JS (fact/assumption)
	• Supported employment participants want work >20 hours per week – when offered an opportunity to work a job more aligned with their skills and interests. (assumption)
	• Employer commitment (5-hour increments) will be appealing to small businesses and employers who are hesitant/unexperienced in employing people with IDs (fact/assumption)
		• Placemaker (TBD) platform to facilitate job development processes by connecting JS to employment opportunities, optimizing the employment support process and outcomes
		  o JDs market, develop relationships and provide coaching to employers to offer opportunities (5-hour increments)
		  o Employers can express interest in hiring a person with a disability, offering employment opportunities
		  o Centralized database of employers offering opportunities
		  o ESP support JS through employment readiness activities, develop JS profile on the platform
		  o ESP match JS to employment opportunities based on their readiness/interests
		  o ESP track JS employment status
		  o ESP provide job coaching, documenting in the platform
		  o ESP increase engagement, commitment, attachment for employers
			• Some JS are not willing/able to work >20 hours per week, ESPs are able to continue offering support (fact)
			• Some JS are willing/able to work 20 hours/week or more through exploratory 5-hour increments with one or more employers (assumption)
			• ESPs will implement a change in JD processes (including the use of the platform) to onboard employers who will offer initial employment opportunities (5-hour increments) (fact/assumption)
			• The platform will enable employers to offer employment opportunities (5-hour increments) on the platform/employer database (fact)
			• ESP will match the opportunities with JSs (based on their readiness/interests) (fact)
			• Employers' ability/willingness to offer employment opportunities will increase and they will offer more employment opportunities (assumption)

*This problem statement is not a specific problem to be solved by the project, however we have included it because of its importance in the context of the new model of employment supports funding.

Appendix D: MJM Logic Model

Components	Outputs	Short-Term Outcomes	Intermediate Outcomes	Impact
Project Planning & Discovery	• Documented Employment Supports processes • Insights from JDs and employers • Map of stakeholders; role of stakeholders identified • ES staff team onboarded, positions documented • Evaluation plan • Project Requirements document	Increased understanding of: • Employment supports process • JD perspective • Employer perspective • Employee perspective	• More efficient job development processes for job seekers and employers • Strengthened JD/employer relationships • Enhanced employment opportunities for JS • Increased ES capacity to match JS to jobs – all jobs available on the network • Increased collaboration/openness to collaboration within and between ODSP ES organization • Support for JDs • Increased employer commitment	• Funded/sustainable employment support options for people with disabilities • More people with disabilities employed/beginning their employment journeys • More employers ready to offer employment/beginning their employment journeys • Successful and sustainable employment processes for people with disabilities • The system benefits from data/learnings from successful job carves
Develop, Test & Improve	• Custom user-friendly, easy-to-adapt employment platform • Buy-in from project stakeholders • Employers onboarded and oriented • Platform testing and feedback • Initial marketing activity • Iterative improvements	• Increased stakeholder engagement • Increased knowledge (lessons learned) from using/testing the platform • Increased awareness of the platform		
ESOs Align, Collaborate & Secure Jobs	• JDs provided with a tool that will identify, match and reporting system for tracking employment • Shared/centralized database of employers and job seekers • Employers offer job opportunities through 5-hour increments • Communication between ESP and employers • Communication among ESP • Coordinated matches • Employment support • Platform improvements	• Increased capacity of JD to build relationships with employers • Increased capacity of ESP/JD to perform high-touch work • Increased opportunities & matching; JS are connected to multiple 20 hour/week jobs • Enhanced ESP support for JS • Ongoing improvement of platform • Coordination/collaboration between ES agencies • Increased capacity for tracking information • Increased employer commitment • Simplified communications within teams and networks		

Change Management (ongoing)

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Appendix E: Evaluation Questions, Indicators & Metrics

Implementation Evaluation Questions

Q1	To what extent have the changes to the job development process been successfully implemented?
Q1A	How have processes changed?
Q1B	How consistently have the changes been implemented over time?
Q1C	Were there intended changes that could not be implemented and/or that had to be adapted? Why were any modifications from the intended changes necessary?
Q1D	What were the challenges that arose that impeded successful implementation of the changes and how were they overcome?
Q1E	What factors have helped/facilitated the development/implementation of the process changes?
Q1F	How have JDs been supported through the changes to their roles and processes?
Q2	Has the MyJobMatch Employment Technology and Processes been implemented in a manner that supports the realization of intended outcomes?
Q2A	To what extent are stakeholders satisfied with the platform and its implementation? *(Acceptability)*
Q2B	To what extent have JDs adopted use of the platform? *(Adoption/Uptake)*
Q2C	To what extent was the scope of the project feasible, considering the project length, funding, and the resources that were available? (*Feasibility*)
Q2D	In order to implement each change/deliverable, what adaptations to the project/platform, if any, were made and why? *(Fidelity)*
Q2E	To what extent is the platform sustainable over the next 5 years and beyond? (*Sustainability*)
Q2F	What activities/efforts have been implemented to ensure diversity, equity and inclusion is prioritized? *(DEI)*
Q2G	What challenges or barriers has the project faced during implementation? *(Inhibitors)*
Q2H	What factors have helped/facilitated the project's implementation? (Enablers)

We adopted the use of an established framework (Proctor et al, 2011) from the implementation science field to assess the process question related to the technology platform implementation. Note that question Q2f-h are not part of this framework.

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Outcome Evaluation Questions

Q3	To what extent has the project helped ensure that job seekers are able to meet the new ministerial funding minimum of 20 hours of employment/week/job seeker?
Q3A	What impact has the project had on job attachment and sustainability?
Q3B	What are the impacts to those individuals who do not reach the minimum hours for funding?
Q3C	What are the impacts to those individuals who do reach the minimum hours for funding?
Q3D	How has the profile of individuals who are being supported changed?
Q3E	What impact has the project had on JS job satisfaction?
Q3F	What, if any, impact has the project had on employment opportunities and career development for people with IDs?
Q3G	What impact has the project had on funder/ESP abilities to track employment-related information and successes?
Q4	What impact has the project had on job development processes?
Q4A	How have the perspectives of JDs, employers, and JS changed?
Q4B	Have JDs been supported through the changes to their roles and processes?
Q4C	How have JD functions and/or distribution of work changed?
Q4D	To what extent have stakeholders (JDs, employers, ESPs) been engaged to inform changes to job development processes?
Q4E	What are they key lessons learned from testing and using the platform?
Q4F	To what extent has the project created awareness of the platform among employers and other ES agencies?
Q4G	Are there any unintended consequences (positive, negative, or neutral) that resulted from this work?
Q5	To what extent has the project contributed to fostering an environment to better support people with intellectual disabilities in their pursuit of employment?
Q5A	What impact has the project had on opportunities for collaboration among ES organizations working with people living with IDs?
Q5B	What impact has the project had on employer engagement, attachment, and commitment?
Q5C	What impact has the project had on JDs' capacity to build relationships with employers?
Q5D	What impact has the project had on ESPs'/JDs capacity to perform high-touch work (e.g., relationship building with employers, employment support for JS)?
Q5E	What impact has the project had on job matching?
Q5F	How has access to opportunities changed for job seekers?
Q5G	How has access to ESP support changed for job seekers?

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Q5H	What is the potential benefit for the system through lessons learned from this project?

<u>Implementation Evaluation Questions</u>

Q1: To what extent have the changes to the job development process been successfully implemented?

Q1A: How have processes changed?

Indicator	Data	Data Metric	Source
JD process changes	**A**	Staff/stakeholder description of process change	Interviews/focus groups

Q1B: How consistent have the changes been implemented over time?

Indicator	Data	Data Metric	Source
Consistency of JD process change implementation	**A**	# of JD implementing process change at baseline	Product/administrative data
	B	# of JD implementing process change at end of funding	Product/administrative data
	C	# of JDs implementing process change throughout (**a-b**)	Product/administrative data
Fidelity to new JD processes	**D**	Staff/stakeholder description of fidelity to process change implementation	Interviews/focus groups

Q1C: Were there intended changes that could not be implemented and/or that had to be adapted? Why were any deviations from the intended changes necessary?

Indicator	Data	Data Metric	Source
JD processes not implemented	**a**	Staff/stakeholder description of process changes unable to be implemented	Interviews/focus groups
JD process adaptions	**b**	Staff/stakeholder description of adapted process changes and reasons why	Interview/focus groups

Q1D: What were the challenges that arose that impeded successful implementation of the changes and how were they overcome?

Indicator	Data	Data Metric	Source
Challenges that impeded successful implementation	**a**	Staff/stakeholder description of challenges and response to challenges	Interviews/focus groups

Q1E: What factors have helped/facilitated the development/implementation of the process changes?

Indicator	Data	Data Metric	Source
Facilitators	a	Staff description of facilitators	Interview/focus groups

Q1F: How have JDs been supported through the changes to their roles and processes?

Indicator	Data	Data Metric	Source
JD support	a	Staff/stakeholder description of and feedback on support	Interviews/focus groups

Q2: Has the MyJobMatch Employment Technology been implemented in a manner that supports the realization of intended outcomes?

Q2A: To what extent are stakeholders satisfied with the Product and its implementation? (Acceptability)

Indicator	Data	Data Metric	Source
Stakeholder satisfaction	a	Stakeholder feedback on Product and its implementation	Interviews/focus groups, surveys

Q2B: To what extent have JDs adopted use of the Product? (Adoption/Uptake)

Indicator	Data	Data Metric	Target	Source
JD use of platform	a	# of jobseekers in database	100	Product/administrative data
	b	% of jobseekers who identify as a person with disability(ies)	100%	Product/administrative data
	c	% of participants who self-identified as having a disability and being disproportionately impacted by COVID-19	90%	Product/administrative data
	d	# of employers/industry associations in database	200	Product/administrative data
	e	% of time spent on database work	-	Product/administrative data, interviews/focus groups with staff
	f	% of time spent on administrative work	-	Product/administrative data, interviews/focus groups with staff

Q2C: To what extent was the scope of the project feasible, considering project length, funding, and the resources that were available? (Feasibility)

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Indicator	Data	Data Metric	Source
Project feasibility	a	Staff/stakeholder perspectives on project feasibility	Interviews/focus groups
Project alignment to plan (activities, timeline)	b	Description of project plan, description of project activities	Product/administrative data (project management reports)

Q2D: In order to achieve intended changes/results, what adaptations to the Product, if any, were made and why? (Fidelity)

Indicator	Data	Data Metric	Source
Product adaptations	a	Product design team description of Product adaptations	Interviews/focus groups
	b	Staff feedback on Product adaptations	Interviews/focus groups
	c	Description of Product changes	Program administrative data

Q2E: To what extent is the platform sustainable over the next 5 years and beyond? (Sustainability)

Indicator	Data	Data Metric	Source
Stakeholder satisfaction and buy-in	a	Stakeholder perspective and satisfaction	Interviews/focus groups, surveys

Q2F: What activities/efforts have been implemented to ensure diversity, equity and inclusion is prioritized? (DEI)

Indicator	Data	Data Metric	Source
DEI activities	a	Staff description of DEI activities	Interview/focus groups

Q2G: What challenges or barriers occurred during development/implementation of the Product?

Indicator	Data	Data Metric	Source
Challenges	a	Staff description of challenges/barriers	Interview/focus groups

Q2H: What factors have helped/facilitated the development/implementation of the Product?

Indicator	Data	Data Metric	Source
Facilitators	a	Staff description of facilitators	Interview/focus groups

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Q3: To what extent has the project helped ensure that job seekers are able to meet the new ministerial funding minimum of 20 hours of employment/week/job seeker?

Q3A: What impact has the project had on job attachment and sustainability?

To be updated based on CLTO/Corbrook feedback

Indicator	Data	Data Metric	Target	Source
Job attachment	a	% of participants who complete the project and secure jobs (**d-** # of JS who do not secure jobs)	80%	Product/administrative data
	b	Of those who completed the project, % of those achieved employment	80%	Product/administrative data
	c	# of hours each JS is working per week	-	Product/administrative data
	d	# of JS who agree to be onboarded to the Product and complete intake	-	Product/administrative data
Length of employment	e	# of days/weeks/months worked	-	Product/administrative data
Quality of matches	f	JS satisfaction with match	-	Interview/focus groups, surveys, surveys
Reason for leaving employment	g	JS description of reason for leaving employment	-	Interview/focus groups, surveys, surveys
Pre-transition factors	h	JS perspective on parental expectations for employment, parental employment role modeling, perceived impact of employment on current income or social/financial supports	-	Interview/focus groups, surveys
Employment setting factors	i	JS and employer description/feedback on assigned tasks (type/match with skill level), assigned work volume, # of allocated work hours, wages, workplace accessibility (i.e., can access via public transit), flexibility of workplace (i.e., management style), adequacy of job training, opportunities for personal development within employment, availability of benefit coverage	-	Interview/focus groups, surveys
Employee factors	j	JS description/perspective on diagnoses (mono vs. dual & level of acuity),	-	Interview/focus groups, surveys

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Indicator	Data	Data Metric		Source
		confidence in completing assigned responsibilities, motivation, self-esteem, self-efficacy, self-knowledge, future work/employment expectations for self, level of parental supports, perceived social supports, level of family involvement and support		
Past employment experiences	k	JS perspective on prior employment experiences (negative vs. positive), prior employment history (yes vs. no), prior experiences with discrimination in the workplace (yes vs. no), employment satisfaction	-	Interview/focus groups, surveys
Workplace social dynamics	l	JS perspective on perceived admiration from co-workers/supervisors/managers/customers, perceived respect received from co-workers/supervisors/managers/customers, social relationships with co-workers, extent of social inclusion in the workplace	-	Interview/focus groups, surveys
Social determinants of health	m	JS reporting of education, age, gender, living situation (alone, with parents, residential placement)	-	Interview/focus groups, surveys
Sustainability				

Q3B: What are the impacts to those individuals who <u>do not</u> reach the minimum hours for funding?

Indicator	Data	Data Metric	Source
QoL	a	JS perspective on QoL	Interview/focus groups, surveys
Well-being	b	JS perspective on well-being	Interview/focus groups, surveys
Life satisfaction	c	JS perspective on life satisfaction	Interview/focus groups, surveys
Sense of autonomy	d	JS perspective on sense of autonomy	Interview/focus groups, surveys
Perceived self-worth	e	JS perspective on self-worth	Interview/focus groups, surveys
Social engagement	f	JS perspective on social engagement	Interview/focus groups, surveys

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Q3C: What are the impacts to those individuals who <u>do reach</u> the minimum hours for funding?

Indicator	Data	Data Metric	Source
QoL	**a**	JS perspective on QoL	Interview/focus groups, surveys
Well-being	**b**	JS perspective on well-being	Interview/focus groups, surveys
Life satisfaction	**c**	JS perspective on life satisfaction	Interview/focus groups, surveys
Sense of autonomy	**d**	JS perspective on sense of autonomy	Interview/focus groups, surveys
Perceived self-worth	**e**	JS perspective on self-worth	Interview/focus groups, surveys
Social engagement	**f**	JS perspective on social engagement	Interview/focus groups, surveys

Q3D: How has the profile of individuals who are being supported changed?

To be developed based on CLTO/Corbrook feedback

Indicator	Data	Data Metric	Source
JS profile at start of project	**a**	Age	Product/administrative data
	b	Preferred roles	Product/administrative data
	c	# of hours willing to work per week	Product/administrative data
	d	Job readiness (e.g. distance to labour market)	Product/administrative data
	e	Skills	Product/administrative data
	f	Interests	Product/administrative data
JS profile during project	**g**	Age	Product/administrative data
	h	Preferred roles	Product/administrative data
	i	# of hours willing to work per week	Product/administrative data

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	j	Job readiness (e.g. distance to labour market)	Product/administrative data
	k	Skills	Product/administrative data
	l	Interests	Product/administrative data

Q3E: What impact has the project had on JS job satisfaction?

Indicator	Data	Data Metric	Source
Job satisfaction	a	JS perspective on job satisfaction	Interview/focus groups, surveys

Q3F: What, if any, impact has the project had on employment opportunities and career development for people with IDs?

Indicator	Data	Data Metric	Target	Source
Employment opportunities	a	Change in # of employment opportunities	-	Product/administrative data
	b	Perspective from JDs on quality of employment matches (aligning JS' interests/skills to opportunities)	-	Interviews/focus groups
JS on Product	c	# of JS who agree to be onboarded to Product	-	Product/administrative data
JD capacity to support career development	f	JD perspective on capacity to support career development	-	Interviews/focus groups
Experiential learning	g	% of participants that complete experiential learning	50%	Product/administrative data
Skills training	h	% of participants who complete skills training	50%	Product/administrative data
Employability skills	i	% of participants who expressed increased industry and local labour market employability skills as a result of skills training	100%	Interviews/focus groups, surveys

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Upskilling/reskilling opportunities	j	% of incumbent workers who complete upskilling or reskilling opportunities	10%	Product/administrative data

Q3G: What impact has the project had on funder/ESP abilities to track employment-related information and successes?

Indicator	Data	Data Metric	Source
Information continuity	a	Staff/stakeholder perspectives on information continuity	Interviews/focus groups
JD use of platform (Q2B indicator)	b	% of time spent on database work	Product/administrative data, interviews/focus groups with staff
	c	% of time spent on administrative work	Product/administrative data, interviews/focus groups with staff

Q4: What impact has the project had on job development processes?

Q4A: How have the perspectives of JDs, employers, and JS changed?

Indicator	Data	Data Metric	Source
Change in employer perspective	a	Employer perspective on JD processes	Interviews/focus groups, surveys
Change in JD perspective	b	JD perspective on JD processes	Interviews/focus groups, surveys
Change in JS perspective	c	JS perspective on JD processes	Interviews/focus groups, surveys

Q4B: Have JDs been supported through the changes to their roles and processes?

Indicator	Data	Data Metric	Source
Support for JD	a	Description of support process/tools/opportunities offered to JDs	Interviews/focus groups, surveys
	b	JD perspective on support offered during role/process change	Interviews/focus groups, surveys
	c	Staff perspective on support offered during role/process change	Interviews/focus groups, surveys

Q4C: How have JD functions and/or distribution of work changed?

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Indicator	Data	Data Metric	Source
JD time spent by task (distribution of work)	a	JD/staff reporting of time spent by task	Interviews/focus groups, surveys
Updated JD job description	b	Staff/JD description of JD role	Interviews/focus groups
# of JS JDs are able to support	c	JD/staff perspective on # of JS JDs are able to support	Interviews/focus groups

Q4D: To what extent have stakeholders (JDs, employers, ESPs) been engaged to inform changes to job development processes?

Indicator	Data	Data Metric	Source
Stakeholder engagement processes and input-gathering	a	Staff/stakeholder description of engagement processes and input gathered	Interviews/focus groups
JD processes informed by stakeholder input	b	Staff/stakeholder feedback on how input was used to inform changes to JD processes	Interviews/focus groups

Q4E: What are they key lessons learned from testing and using the Product?

Indicator	Data	Data Metric	Source
Lessons learned	a	Staff/stakeholder perspective on key lessons learned from testing/using the Product	Interviews/focus groups Product/administrative data (project management reports)

Q4F: To what extent the project created awareness of the platform among employers and other ES agencies?

Indicator	Data	Data Metric	Source
Change in awareness of platform	a	Stakeholder/staff perspective on employers'/ES agencies' awareness of Platform	Interviews/focus groups Surveys
Marketing of platform	b	# of promotional and outreach activities (conferences, committees)	Interviews/focus groups, administrative data (project management reports, reports to Ministry)

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| Platform uptake | c | # of new employers, JDs and JS onboarded to the platform | Product data (intakes on self-enrollment website or onboarding by JDs as 'new' employer) |
| Social media interaction | d | # of followers, 'likes', comments | Administrative data (project management reports) |

Q4G: Are there any unintended consequences (positive, negative or neutral) that resulted from this work?

Indicator	Data	Data Metric	Source
Unintended consequences	a	Staff/stakeholder perspective on unintended consequences from the project	Interviews/focus groups

Q5: To what extent has the project contributed to fostering an environment to better support people with intellectual disabilities in their pursuit of employment?

Q5A: What impact has the project had on opportunities for collaboration among ES organizations working with people living with IDs?

To be developed based on CLTO/Corbrook input

Indicator	Data	Data Metric	Source
Change in timeline from referral to onboarding to CLTO/Corbrook system	a	Staff perspective on time from referral/first point of contact with CLTO/Corbrook to onboarding as employer looking for hires	Interviews/focus groups
ES organizations onboarded to the Product	b	# of ES organizations who agree to be onboarded to the Product as an open job network	Product/administrative data
Job matches involving more than one ES organization	c	# of job matches involving JS from one organization and job opportunities created by different organizations	Product/administrative data

Q5B: What impact has the project had on employer engagement, attachment, and commitment?

Indicator	Data	Data Metric	Source
Employer engagement	a	# of employers onboarded to the platform	Product/administrative data

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Indicator	Data	Data Metric	Source
	b	Staff/stakeholder perspective on employer engagement	Interviews/focus groups
Employer commitment	c	# of 5-hour increments available	Product/administrative data
	d	Staff/stakeholder perspective on employer commitment	Interviews/focus groups
Quality of matches	e	Employer satisfaction with matches	Interviews/focus groups

Q5C: What impact has the project had on JDs' capacity to build relationships with employers?

Indicator	Data	Data Metric	Source
JD capacity for relationship-building with employers	a	# of conversations with employers	Administrative data
	b	% of time JD time spent on relationship-building with employers	Product/administrative data
	c	JD/staff perspective on capacity for relationship-building	Interviews/focus groups

Q5D: What impact has the project had on ESPs'/JDs capacity to provide employment support for JS)?

Indicator	Data	Data Metric	Source
JD capacity to provide employment support	a	# of ES sessions with JS	Administrative data
	b	% of time JD time spent on employment support for JS	Product/administrative data
	c	JD/staff perspective on capacity for relationship-building	Interviews/focus groups

Q5E: What impact has the project had on job matching?

Indicator	Data	Data Metric	Source
JS matches to jobs	a	Recommendation conversion rate (# of employment opportunities presented to JS before JS secures job)	Product/administrative data
	b	Wait-to-hire rate of JS (time from JS joins Product to first hire)	Product/administrative data
	c	# of 5-hour increments each JS is working	Product/administrative data
	d	# of JS working 20hrs or more	Product/administrative data

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	e	# of jobs each JS is working	Product/administrative data
Quality of matches	f	Stakeholder perspectives on quality of matches	Interviews/focus groups
Timeliness of matches	g	Stakeholder perspectives on timeliness of matches	Interviews/focus groups

Q5F: How has access to opportunities changed for job seekers?

Indicator	Data	Data Metric	Source
Change in access to opportunities	a	# of 5-hr increments available	Product/administrative data
	b	# of employers offering employment	Product/administrative data
	c	Stakeholder perspective on access to opportunities for JS	Interviews/focus groups

Q5G: How has access to ESP support changed for job seekers?

Indicator	Data	Data Metric	Source
Change in access to employment support	a	JS feedback on employment support	Interviews/focus groups
	b	JS feedback on employment support	Interviews/focus groups
Change in JD capacity to provide employment support		JD/staff perspective on capacity to provide employment support	Interviews/focus groups

Q5H: What is the potential benefit for the system through lessons learned from this project?

Indicator	Data	Data Metric	Source
Lessons learned	a	Stakeholder perspective on lessons learned for system (stratification by small vs. larger organizations)	Interviews/focus groups
Relevance of lessons learned	b	Stakeholder feedback on relevance of lessons learned for system	Interviews/focus groups

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Applicability of lessons learned for system	b	Stakeholder feedback on applicability of lessons learned for system (stratification by small vs. larger organizations)	Interviews/focus groups

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