ODEN

PARTNERSHIP
GUIDEBOOK

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1 WHY PARTNER

Every day across Ontario, service providers work with job seekers who have a disability to identify their abilities and interests, employment opportunities, as well as existing challenges and available supports.

To achieve successful outcomes, service providers require a variety of resources, such as functional expertise, specialized skill sets and developed service solutions. These are considerable offerings for any single service provider to deliver on their own. And, it is why choosing to collaborate and partner with service providers in your community can be critical for the overall success of the job seeker, and in turn, your organization. This is as true in both large, urban areas and smaller, rural communities.

Many service providers have been engaged in beneficial partnerships for years, yet they have never formalized their relationship. Other organizations struggle to offer a full suite of services to their clients, and they have yet to explore the power of partnership and collaboration.

Every service provider is different despite having the same mandates and often an overlap in the target populations they serve. Providers usually find they have unique skill sets and tailor their delivery depending on their funding structure and targets.

For instance, if you are a Developmental Services provider, your services may be focused on intensive and long-term supports. If you are an ODSP Employment Service or Employment Ontario provider, your offerings may be more short-term and light-touch.

All organizations provide excellent service to job seekers who have a disability, yet each may be set up to serve different support needs within the same population. They can benefit considerably by working together in a collaborative partnership.

We can accomplish many great things with limited resources, and our successes will only increase as we work collectively in our communities to provide the best possible employment services and solutions to our clients and the businesses we serve.

Throughout this guide, the terms *organization, agency, service provider* and *provider* are used interchangeably and do not denote any specific type of provider unless otherwise noted.

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The benefit of documenting partnerships

Through ODEN's research on partnerships and collaborations in the sector, we noted there are many organic relationships across the province, all formed to ensure the best possible outcome for job seekers and businesses. These naturally occurring relationships have strength because they are not mandated or prescribed. Instead, they are formed to deliver the best quality and to share resources efficiently.

However, the research also noted many of these collaborations are operating with little to no documentation or in-depth knowledge at the leadership level. Also noted, there is a high risk the relationship may abruptly come to an end if front-line staff working collaboratively leave the organization.

Documenting your organization's existing relationships, partnerships and collaborations will ensure continuity through personnel changes and eliminate any potential confusion. This guide will help you move through the documentation process with efficiency and ease.

If your organization is not engaged in any collaboration or partnership currently, this guide will assist your considerations of sharing clients, skills and resources with other service providers in your area.

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WHAT IS A PARTNERSHIP?

In this guide, *partnership* and *collaboration* are treated as interchangeable terms, with the common theme being to support organizational effectiveness in order to meet mandates, targets and goals, and deliver the best possible employment service for job seekers and businesses.

> ***Partnership*** *– A relationship where two or more parties, having common and compatible goals, agree to work together for a particular purpose and/or for some period of time. This relationship may be anything from a loose agreement to communicate and share information to a concrete joint venture. Partnerships may be short or long term. When initiating a partnership, partners need to reach a common understanding of what the partnership means to them.*[1]
>
> ***Collaboration*** *– Two or more different partners (e.g. individuals, organizations, networks) coming together from various sectors, groups and/or neighbourhoods to work toward common goals. Collaborations are about people and organizations building, nurturing and maintaining mutually beneficial relationships to achieve shared goals that will benefit all partners.*[2]

Many organizations use the term collaboration to describe their style of work. Already, there are many organizations working together, sharing best practices, leads on jobs and referring clients to each other. This is the true spirit of collaboration. However, it is only when you start to formalize the processes and procedures by which you work together that the relationship becomes an actual collaboration or partnership.

When service providers partner, they experience:

- Increased organizational knowledge and improved service system capability;
- Greater innovation and flexibility to respond to changing, emerging or more complex client needs;
- New ideas and strategic thinking;
- Efficiency and the ability to maximize resources.

The purpose of partnership

In the Employment Service Sector, service providers can work with other organizations to increase organizational effectiveness and improve organizational efficiency. When you collaborate or partner for the benefit

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1 Collaboration Roundtable. (Spring 2001). *Tools for Building and Sustaining Partnerships.*

2 *UWT Collaborative Partnerships Toolkit 2010.*

of job seekers and businesses in your community, you are focused on organizational effectiveness, and efficiencies are naturally created along the way.

Organizational effectiveness means an organization can achieve its stated mission more successfully. For Employment Services in Ontario this means making better, more sustainable, and higher quality matches for job seekers and businesses, and providing the right coaching and retention services to ensure success for all, regardless of support needs.

Organizational efficiency means an organization can accomplish its work more quickly and with fewer resources. For example, ODEN shares its back-office requirements: some operations, including payroll and Human Resource services, are provided by a larger organization that is better prepared to deliver these important functions. This frees up time for ODEN's staff to focus on best servicing the network's members and cultivating relationships with businesses across the province.

Use the **Organization Self-Reflection Worksheet** on page 23 to explore which topics must be addressed before entering into a partnership. This will create awareness of what strengths and needs your Employment Services have, what your clients are getting from your current service, and where you can work with other organizations to increase success for your clients and organization overall.

The next section will provide more detail on developing a partnership with the organization(s) with whom you've chosen to collaborate.

3 PARTNERSHIP DEVELOPMENT

By partnering with other service providers, skills and resources can be pooled to create more successful outcomes for job seekers.

Once you've reflected on how you can better serve job seekers and businesses, and you have identified another organization in your community beneficial to partner with, you're ready to move forward with partnership development.

Working through the steps below and documenting each step will assist both organizations in laying the groundwork for a strong and sustainable relationship.

1. Clearly define the purpose for partnership.
2. Determine resources and information needed.
3. Identify the roles involved in the partnership.
4. Implement a Performance Management System.
5. Create and sign a Memorandum of Understanding or Partnership Agreement.

You can best prepare your organizations to work together by establishing a working group, whether it's made up of one person from each organization or multiple representatives. Prepare to meet and work through these steps together.

Partnership development is a process that typically takes more than one meeting. Depending on the size and scope of the partnership, as well as the size of the organizations involved, this process can often take several weeks to several months.

Documentation is a key component because it creates a roadmap for your partnership. It is also essential for informing your organization's leadership and ensuring ongoing support from all parties. To assist in this process, each step in this section contains at least one worksheet or template for your working group to use.

1. Clearly define the purpose for partnership

Clearly defining the purpose and scope of the collaboration is very important when establishing the partnership.

Understanding why each service provider is partnering, what resources they have to offer and what responsibilities they are agreeing to fulfill will result in a clear purpose and scope.

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Agency A provides services to clients in the Developmental Service sector. They excel at assisting people who have a disability in skills building, providing one-on-one support, helping clients participate in activities in the community, and collaborating with family, networks and other support people.

Agency B provides Employment Services to clients who have a disability and are eligible for ODSP ES or can access the services of an Employment Ontario office. They excel at assisting job seekers to identify interests, preparing job seekers for the world of work, accessing funding for accommodations or resources needed for the job, and building strong relationships with employers.

In this example, if client of Agency A express a desire to work, they may need help in finding and securing a job, as well as preparing for it. Agency A does not specialize in this type of service delivery and, while they may be able to help their client achieve this goal, it would be more effective for their client if they work in collaboration with Agency B.

Agency B may have all the skills on their team needed to prepare for, find and secure a job, but they don't have the staffing to provide intensive or on-the-job supports to ensure the match is a long-term success. For this reason, it becomes beneficial for them to work alongside Agency A.

Partnership discussions should involve determining what each service provider can offer, identifying any gaps in service and how to address them, and developing an initial plan or pathway for the client to access services from Agency A to B and into a job.

These introductory discussions also provide an opportunity for the organizations to discuss targets, funding and available resources, and will lead to better insight into whether the partnership will require a formal agreement or if a Memorandum of Understanding (MOU) will be sufficient.

As well, clearly defining the purpose of your partnership will help identify those who need to be engaged in discussions. For instance, will the partnership require the Chief Executive Officer or Executive Director of the organization to approve it, or will it be approved at the Program Manager level? Depending on the size and structure of an organization, there may be multiple people involved.

Together, work through **Partnership Questions – a conversation guide when starting to explore a partnership** on page 27 to clearly define the purpose for your partnership.

2. Determine resources and information needed

Once you work through the previous step and have a clear picture of what each organization will contribute to the partnership, you can move on to determine any additional required resources and inform your organization's leadership of these needs.

Assessment of Resources

Identify available resources and predict what financial and human resources will be needed to ensure the job seeker's success is achieved, alongside the partnership goals of both your organizations.

List resources already available in each organization, such as access to programs and workshops, one-on-one employment planning, access to funds for certifications or work-related supplies, such as safety boots or WHMIS Certification, on-the-job coaching and wraparound supports.

Information Gathering

Service providers should identify what type of information they require for their programs and funders, and create a system to share documentation wherever possible within the partnership.

For instance, sharing intake and emergency contact forms, and creating consent forms that name both partners reduces the strain on the job seeker and creates greater overall efficiencies for all parties involved. Less time is spent collecting information and more time is focused on job skills, search and success.

The job seeker is central to the partnership process and their path should be well thought out. This component ensures easy access to supports and reduced time and energy on administrative requirements for each service provider in the partnership.

Fill in the **SWOT Analysis** template on page 31 to determine your partnership's strengths, weaknesses, opportunities and threats. Use this exercise to focus on identifying financial and human resources already in place, as well as those still required for a successful partnership.

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3. Identify the roles involved in the partnership

Each service provider has roles and responsibilities in a partnership. Defining what these roles are and who will be doing them is the next step in partnering. This essential step will ensure the right people are identified for each stage in the client's journey from job seeker to employment.

Partnership between service providers requires the involvement of many people. It is important for staff to know their role in the partnership, when they should involve their manager, co-worker or other support, and what tasks they are ultimately responsible or accountable for.

Every organization uses different job titles. For the purpose of this guide, the umbrella terms *Employment Specialist* and *Job Coach* will be used.

> *There is a job seeker who has a disability who has a goal of employment. The ODSP ES or Employment Ontario (EO) agency (Agency B) will provide support via an Employment Specialist to aid in job search, interview preparation, introductions and negotiations with employers and, ultimately, securing the job.*
>
> *The DS agency (Agency A) will provide support via a Job Coach for the person on-the-job, communicate with family and other support networks as needed, and will ensure the wrap around supports required for success are in place.*

Intake and assessments will be provided by whichever organization the job seeker originally contacts. One organization should be identified as the main contact, and when the job seeker begins another stage in their journey, the contact can be reviewed to determine if it is still the best choice. For example, a job seeker's main contact organization will change when the majority of support or service moves to the other organization.

Working with the RACI model

The RACI model is used to identify responsibilities and, therefore, avoid confusion. Used primarily in Project Management, the RACI is an excellent tool for establishing roles in the partnership and tasks necessary to ensure client needs are met.

Without clearly defined roles and responsibilities, it is easy for partnerships to run into trouble. When people know what is expected of them, it is easier for them to complete their work successfully at a high level of quality.

The RACI acronym stands for:

Responsible (R): The person who does the work to actually complete the task. As a rule, this is one person. Examples might be an Intake Worker, Job Coach or Employment Specialist.

Accountable (A): The person who is ultimately answerable for the completion of the task. This includes decision-making authority and veto power. Only one accountable person can be assigned to a task. Examples might be a Program Manager, Director, Executive Director or Chief Executive Officer.

Consulted (C): The people who provide information for the partnership and with whom there is two-way communication. This is usually several people, often subject matter experts. Examples might be an Employment Specialist, Support Worker or Job Coach.

Informed (I): The people kept informed of progress and with whom there is one-way communication. These people are affected by the outcome of the task, so they need to be kept up-to-date. Examples might be an Executive Director, Program Manager or family member.

How to create a RACI Matrix

1. Identify all the tasks involved in the partnership delivery and list them on the left-hand side of the chart in completion order, from first to last. For example: intake forms, assessment and eligibility checks, discovery/planning with client, employment search steps and so on.
2. In the second column from the left, designate which organization will be taking the lead on each task. Only one organization should be assigned to each task.
3. Identify all the roles and list them along the top of the chart. For instance: Job Coach, Employment Specialist, Intake Worker, Program Manager, Executive Director and so on.
4. Complete the chart by identifying who has responsibility (R) and accountability (A) for each task, as well as who will be consulted (C) and informed (I).
5. Ensure every task has a role responsible (R) and a role accountable (A) for it.
6. No tasks should have more than one role accountable (A). Resolve any conflicts where there is more than one role accountable for a particular task.
7. Share, discuss and agree on your RACI Matrix with those identified in the roles, as well as others actively involved in the partnership, prior to beginning your hands-on work together.

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RACI Matrix Example

Organizations will have varying structures in terms of task flow and use of different job titles. **This RACI Matrix is for example purposes only.** This example will provide a clearer picture of how to create your own Matrix to support your partnership depending on where the job seeker starts their journey, how the organization functions, and how the roles and tasks in your RACI Matrix will change.

TASK	AGENCY NAME	JOB COACH	EMPLOYEMENT SPECIALIST	INTAKE WORKER	PROGRAM MANAGER	ED/ CEO/ DIRECTOR
Intake forms	Agency B	C	C	R	A	I
Assessment and Eligibility Checks	Agency B	C	C	R	A	I
Discovery / Planning with Client	Agency A	R	A	C	C	I
Employment Search	Agency B	C	R	I	A	I
Job Match	Agency B	C	R	I	A	I
Job Coaching	Agency A	R	A	I	I	I

Create your own **RACI Matrix** using the template on page 32 to identify and clarify the roles that will be part of your partnership.

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4. Implement a Performance Management System

Any successful service provider has a strong Performance Management System in place to ensure service quality. Solid partnerships promote a culture of continuous improvement among partners. They make meetings a safe place to communicate challenges and successes, as well as offer suggestions for improvement and provide feedback.

When forming your partnership, encourage communication about concerns and accomplishments from the onset by:

- Cultivating a culture of open communication;
- Encouraging feedback;
- Asking about suggestions for improvement via email or online surveys;
- Meeting on a regularly scheduled basis (perhaps quarterly), with more frequent meetings and/or conference calls when particular challenges or new ideas arise;
- Conducting retreats for staff or teams in the partnership.

Ensure communication policies and practices between service providers are documented and understood by everyone.

Conduct Partnership Reviews To Manage Performance

Conduct a formal review of the partnership's progress and difficulties at least twice a year. Whenever possible, use an external consultant or create an impartial internal system to perform the evaluation.

Reviews should examine:

- **Leadership**
  - o Are the correct people involved in the decision-making and approval processes?
  - o Are they responsive and able to support the team(s)?
- **Division of labour**
  - o Are the partnership roles identified the right ones?
  - o Does the amount of work equal the benefit for the organization?
  - o Are the roles serving the job seeker?
  - o Are you achieving successes for the job seeker based off these roles?
- **New opportunities for partnership**
  - o Are the service providers working together in a way that leads to new services, better outcomes and better use of resources?
  - o If yes, are there ways to expand the partnership?
  - o If no, what steps can be taken to improve the services delivered?

- **Funding**
  - o Are the service providers able to maximize their funding for staff and client supports in this partnership?
  - o Are there better ways to use funding?
  - o Are targets being met and contracts fulfilled for government funding?
- **Visibility and public support**
  - o Has the partnership increased awareness in the community?
  - o Are more businesses engaging with the service providers?
  - o Are businesses satisfied with the service and support received from the partnership? Tip: a simple satisfaction survey will provide this information.
  - o Has there been an increase in job seekers/clients since the partnership started?

Ensure your reporting and feedback systems are set up to confirm monitoring systems are in place and each partner collects all necessary data.

Investigate what existing Performance Management Systems your organizations already have in place, and see how they can be adapted for evaluation and continuous improvement of your partnership.

5. Create and sign a Memorandum of Understanding or Partnership Agreement

Once you have decided your organizations will work together, it is recommended you create and sign a Memorandum of Understanding or, depending on the complexity of the collaboration, you may require a Partnership Agreement.

Memorandum of Understanding

A Memorandum of Understanding (MOU) is an agreement made between two or more partners. An MOU is normally signed when organizations agree to work with each other and provide services in collaboration. In an MOU, all parties are considered equal and agree to work together in good faith. This is different from a contract in which one organization pays another organization to supply goods or services. It is also different from a contract between a donor and recipient organization. An MOU cannot be used as a substitute for a legally binding contract.

When it may be appropriate to use a Memorandum of Understanding

- When there is no shared funding between the partnering organizations.
- When there are only two or three organizations working together.
- When the services offered are very clear and well established.

Partnership Agreement

Partnership Agreements are formal, written documents that explicitly detail the relationship between the partners, and their individual obligations and contributions to the partnership. Since Partnership Agreements should cover all possible situations that could arise during the partnership's life, the documents are often complex. Therefore, legal counsel is generally recommended in drafting and reviewing the finished contract.

When it may be appropriate to use a Partnership Agreement

- When the collaboration requires funding to be shared between organizations.
- When you are creating services together, for example curriculum or programs.
- When there are multiple organizations involved.

Refer to page 33 for an example of a **Memorandum of Understanding** and see page 37 for an example of a **Partnership Agreement.**

4 HOW TO DISSOLVE A PARTNERSHIP

Partnerships allow organizations to combine resources and build on their respective strengths. They allow organizations to augment areas in which they are not as strong and bolster resources that may be lacking. Partnerships also provide a great opportunity to learn from each other.

Partnerships will end at some time. There are many reasons partnerships end. Most often, they end because they have reached their objectives or have made as much progress as possible toward their objectives. Sometimes partnerships end because funding is no longer available to allow their work to continue. Other times, the organizations cannot work without insurmountable differences or conflict.

From the onset, your Partnership Agreement or MOU should always have a section that addresses how you will end the partnership. There should also be a documented agreement on how to resolve potential conflict. Often organizations have well-designed conflict resolution tools that can be used to create this resource.

As well, there should be an agreed to timeline for dissolving the partnership, such as 30, 60 or 90 days with written notice from either party. It is important to provide enough time to ensure all stakeholders are informed of any changes and that they are not left without support. The partnership's dissolution should never be allowed to negatively affect your clients, whether job seekers, businesses or the community at large.

If you reach a point where you need to dissolve a partnership, you often have two choices: (a) You can let the partnership simply end on the agreed-upon date; or (b) You can dissolve the partnership in a way that acknowledges its accomplishments and sets a foundation for working together again in the future.

However you choose to proceed, as the partnership approaches its date for dissolution the leadership of both organizations should:

- Identify the partnership's major accomplishments and acknowledge all staff involved;
- Determine how to inform people both inside and outside the partnership of the decision to dissolve;
- Document the partnership's history and the lessons learned from its operations;
- Select a time, place and event to celebrate what has been accomplished.

5 CASE STUDIES

Ultimately, a strong and well-defined partnership built on common values and vision will benefit job seekers, as well as Developmental Service, ODSP ES, and EO service providers.

Regardless of the level of support needed, an organization working in partnership with other service providers can deliver seamless quality service to a job seeker.

For instance, when a job seeker who has a developmental disability comes to an ODSP ES location that has partnered with a Developmental Service provider, that job seeker will have access to the job search services they need as well as on-the-job support they may require to maintain employment.

As one organization involved in a partnership in Eastern Ontario says, **“No matter what door you come through, you can get service and support”.** This results in success for your job seeker, as well the businesses you’re working with and all organizations involved in your partnership.

Case studies and client pathways

The case studies referenced in this guide will include their client pathway. It is important to note that just as a job search is individualized, the way a job seeker uses your services will also be individualized. There is no one set pathway for your job seeker. It’s important to always consider how your organizations will work together in your partnership to ensure the services are seamless and revise the process whenever necessary.

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Case Study #1

Community Living Campbellford/Brighton and Employment Assistance Resource Network

“We do whatever it takes to ensure success for the person, including sharing job coaching resources wherever necessary.”

In 2009 Community Living (CL) Campbellford/Brighton’s Employment Supports program was operating in what they identify as “the old model of Social Enterprise and group-based service.” The agency felt that their philosophy was Person Centered but their practice was not. They had a desire to change the way they delivered services, to become more focused on opportunities within their community and local businesses.

To take their service delivery to the next level, CL Campbellford/Brighton engaged in a strategic planning process with the help of a consultant. As a result, they determined the agency would create a formalized process for Employment Supports, close the Social Enterprises and adopt a model of inclusive, community-based employment.

The first step was to develop a formalized internal referral process to their Employment Supports staff. Individualized planning happened annually, but to ensure the people they supported had the opportunity to identify an interest in employment, the agency met with everyone to discuss employment immediately. If the person had a goal of employment, then a formal referral form was created at the planning session and submitted to the Employment Supports program.

The agency began to engage businesses through outreach and business engagement events, such as panel presentations and corporate breakfast meetings, resulting in identifying and fostering a Business Champion.

They then began meeting with local businesses with the assistance of their Champion and started to see success. People were getting good jobs and because of that success, local service provider Employment Assistance Resource Network (EARN) was interested in sharing supports and resources. That is when the collaboration and partnership started to form.

CL Campbellford/Brighton had identified a need to engage with other professionals, specifically EARN, the local ODSP Employment Supports service provider. Initially the partnership did not come together and Community Living provided a one-stop shop approach to supported employment.

However, as demand grew CL Campbellford/Brighton and EARN developed a very close working relationship based on the value and guiding principle of “We do whatever it takes to ensure success for the person, including sharing job coaching resources wherever necessary.”

The past nine years has seen tremendous success. Of the 130 people served by CL Campbellford/Brighton, over 70 percent have accomplished their personal goal of employment. As the service provider, EARN has also expanded and now dedicates a Job Coach in each of the communities of Campbellford and Brighton.

The collaboration between the two organizations has become so fluid that in 2018, when CL Campbellford/ Brighton implemented their seven-week Summer Employment Transitions (SET) program, EARN met with each student at the end of the summer to ensure supports were maintained. This meant that they would take on the remainder of the job coaching required to ensure the success of each student.

As well, planning has already happened to ensure EARN meets with each of the 32 SET students in June 2019 to register them for service, so the supports are seamless at the end of summer next year.

Case Study #1: Client Pathway

This is an example of the client pathway process for a DS and ODSP ES partnership based on Community Living Campbellford/Brighton and Employment Assistance Resource Network's case study.

Goal of employment identified to DS Agency

Individual Support Plan

Self-referral or family referral

Ongoing employment supports, person wants employment and job coach makes referral to ODSP Employment Supports

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Referral to ODSP Employment Supports Service Provider is made

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ODSP Service Provider contacts person, family or DS support staff to set assessment meeting

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Chart continues on next page.

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ODSP service provider facilitates assessment meeting with person

DS agency staff supports this meeting

ODSP Service Provider either deems the person competitively or not competitively employable

If person is deemed competitively employable:

ODSP Service Provider would:

Register job seeker and get funding based on placement and retention

Job develop with job coach, provide retention supports

Support interview and orientation (if required)

Provide ongoing communication with DS Agency

Collaborate with DS Agency for potential employment opportunities for person

DS Agency would:

Job develop and share potential job opportunities with service provider

Continue to support job coaching if needed

Continue communication with service provider, person and business (if required)

Maintain ongoing retention supports and check-ins with person

If person is deemed NOT competitively employable:

ODSP Service Provider would:

Make recommendations for skill development for person

DS Agency would:

Take lead in job development, job coaching, ongoing skill development opportunities

Continue to search for employment opportunities for person

DS Agency would refer back to ODSP Employment Supports Service Provider when skills had been developed or if DS Agency is successful in securing a position

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Case Study #2

Inclusive Employment Program: Career Services and Employment + Education Centre

"No matter what door you come through, you can get service and support."

Career Services and Employment + Education Centre (EEC), both located in Brockville Ontario, have developed a formalized and highly structured partnership to better serve job seekers in their community who have a disability.

What started as a collaborative approach between two organizations on a case-by-case basis, proved to perform so well they decided to formalize the partnership. Having recently concluded the first year of programming, the Inclusive Employment Service Program is experiencing high retention rates and has engaged four additional service providers in the community for referrals and service supports.

The purpose of the Inclusive Employment Service Program is to collaborate and enhance opportunity, employability, as well as the effectiveness and sustainability of employment outcomes for individuals who have varying disabilities and/or barriers to employment.

Initially, there was an informal collaboration to assess needs and deliver services to specific clients who needed enhanced supports. With the decision to move forward with a formal partnership, the organizations are able to better serve the community, especially those who do not fit traditional programs within a single organization. Program staff in the partnership report job seekers come from everywhere, including: ODSP Employment Services, Developmental Services, EO Centres, Ontario Works, high schools and colleges, and community mental health programs.

All client supports are delivered via Career Services, the EEC and other community partners who are referral sources and offer supports if needed.

For instance, an EEC client who accesses programming and funding dollars can also get intensive job coaching and ongoing retention supports from Career Services as a result of this partnership.

The collaboration of services between agencies creates an intensive, holistic service for their job seekers. Through this partnership, they increase employment outcomes and ensure long-term supports are in place to foster success.

Both Career Services and EEC emphasize the importance for agencies to reflect on what they are and are not, their strengths and weaknesses; identify where there are gaps in service and where their job seekers struggle to succeed; and then work together to address those needs. Program staff

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say the benefit of this partnership is that "No matter what door you come through, you can get service and support."

An added benefit of this partnership between the agencies has been the ability for them to expand their network of community partners, develop additional contacts across different ministries, and foster collaboration between job development teams. From operating this program each of the partners has been able to assist the local business community to create a more inclusive workforce.

Community Partners of the Inclusive Employment Program (2018/19):

- CSE Consulting – Brockville, Kemptville and Prescott
- Leeds and Grenville Addictions and Mental Health – Brockville
- St. Lawrence College – Community Integration through Co-operative Education Department – Brockville
- TR Leger School of Adult, Alternative and Continuing Education – Brockville
- Developmental Services of Leeds and Grenville – Brockville

Program Framework

Through the Inclusive Employment Program, job seekers with a broad range of disabilities can access intake and assessment professionals, connect with services to address immediate needs, such as health, housing or financial services, and can be referred to the program detailed below:

Phase 1: Functional Assessment carried out by Career Services includes specialized program modules such as: Industry Work, Employer Tours and Job Tasting.

Phase 2: Pre-employment in-class training conducted by EEC, includes education on financial literacy, interview and soft skills, job exploration, Dress for Success, support with various training certifications depending on the employment goal of the job seeker.

Phase 3: Job Trial/Working Interview is facilitated by both Career Services and EEC if client requires this support.

Phase 4: Job Development/Placement with community employers. Job development is shared between Career Services and EEC, resulting in more options for job seekers and faster matches for businesses. Once employed, there is up to 12 weeks of job coaching and intensive supports delivered by Career Services.

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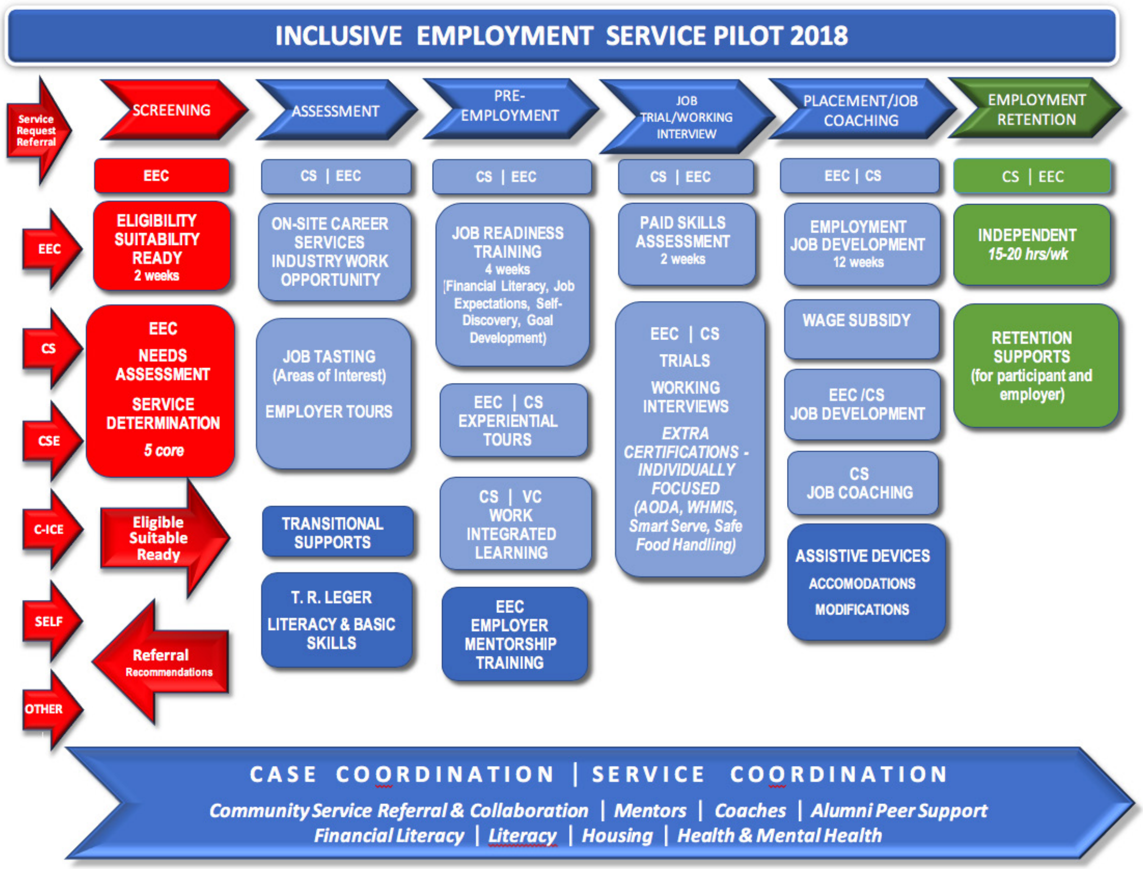
Phase 5: Employment Retention and follow-up is shared between the two main partners, Career Services and EEC, which includes development of a retention-support plan to ensure long-term success.

Case Study #2: Client Pathway

The image below shows the client pathway for the Inclusive Employment Program case study, courtesy of Career Services and Employment + Education Centre.



6 WORKSHEETS AND RESOURCES

Resource 1: Organization Self-Reflection Worksheet (page 1 of 4)

Prior to entering into a partnership or collaboration for greater service deliver, gather your Employment Service team members and explore your answers to the following questions. This will help create awareness of what strengths and needs your Employment Services has, what your clients are getting from your current service, and where you can work most effectively with other organizations to increase success for your clients, as well as your organization overall.

1. What Employment Services do we deliver well?

RECORD YOUR ANSWERS. Provide as much detail as possible. Use additional pages if you require more space	**RECORD ANY NEXT STEPS.** Note any necessary follow-up and date to be completed by.

2. What employment services could we deliver better?

RECORD YOUR ANSWERS.	RECORD ANY NEXT STEPS.

3. Where are our clients succeeding?

RECORD YOUR ANSWERS.	RECORD ANY NEXT STEPS.

4. Where are our clients failing to succeed?

RECORD YOUR ANSWERS.	RECORD ANY NEXT STEPS.

5. What organizations do we already collaborate with either formally or informally?

RECORD YOUR ANSWERS.	RECORD ANY NEXT STEPS.

6. What organizations could help us provide better Employment Services in our area?

RECORD YOUR ANSWERS.	RECORD ANY NEXT STEPS.

7. Why do we want to partner with another organization? How does it benefit us?

RECORD YOUR ANSWERS.	RECORD ANY NEXT STEPS.

8. What do we have to offer another organization in a partnership?

RECORD YOUR ANSWERS.	RECORD ANY NEXT STEPS.

9. What sources of funding do we have access to?

RECORD YOUR ANSWERS.	RECORD ANY NEXT STEPS.

10. Is our organizational leadership aware of our intention to work with another organization to deliver improved service?

RECORD YOUR ANSWERS.	RECORD ANY NEXT STEPS.

Resource 2: Partnership Questions – a conversation guide when starting to explore a partnership (page 1 of 4)

RATIONALE

Why do we want to partner?

What are the benefits of working together as partners?

IMPACT

What do we want to have happen as a result of working together?

What will the partnership's impact be on our clients?

What will the partnership's impact be on our programs?

Resource 2: Partnership Questions – a conversation guide when starting to explore a partnership (page 2 of 4)

What will the partnership's impact be on our organizations ?

What other impacts are possible as a result of this partnership?

GOALS

What are our partnership goals?

How will we know when we have achieved our goals?

VALUE

Is the outcome worth the expenditure of effort and other resources?

Resource 2: Partnership Questions – a conversation guide when starting to explore a partnership (page 3 of 4)

How will we be more effective when we work together?

What efficiencies will working together create?

ALTERNATIVES

What best practices do we want to follow when working together?

If we make mistakes, how will we learn from them and avoid them in the future?

Resource 2: Partnership Questions – a conversation guide when starting to explore a partnership (page 4 of 4)

NEXT STEPS

Who needs to be included to help move this partnership forward?

When do we want to start working together?

Resource 3: SWOT Analysis

Resource 4: RACI Matrix Template

Build your own RACI Matrix to identify and clarify the roles that will be part of your partnership using the steps outlined in How to Create a RACI Matrix on page 9. Add more task rows and role columns as needed.

TASK	ORGANIZATION	ROLE	ROLE	ROLE	ROLE	ROLE

Responsible (R): The person who does the work to actually complete the task. As a rule, this is one person.

Accountable (A): The person who is ultimately answerable for the completion of the task. This includes decision-making authority and veto power. Only one accountable person can be assigned to a task.

Consulted (C): The people who provide information for the partnership and with whom there is two-way communication.

Informed (I): The people kept informed of progress and with whom there is one-way communication. These people are affected by the outcome of the task, so need to be kept up-to-date.

MEMORANDUM OF UNDERSTANDING

Between

AGENCY LEGAL NAME AND DEPARTMENT/PROGRAM IF APPLICABLE:

and

Purpose

Be broad in your stated purpose. For instance, the purpose of this MOU is to collaborate on employment services and supports to better the outcomes for job seekers who have a disability.

Background

In paragraph 1, briefly describe the mission of Agency A
In paragraph 2, briefly describe the mission of Agency B
In paragraph 3, briefly explain why the two enter this Agreement.

Responsibilities & Point of Contact

For each party, broadly indicate arrangements, funding, equipment, reports, etc. to be provided by whom, to whom, and by when. In other words, lay out the ground rules in a way that it is to be understood easily by most readers. In all cases, be specific enough to assure clarity but broad enough to accommodate real-world changes without having to re-draft the Agreement.

For point of contact use job titles (e.g. Program Manager, Employment Service Department) instead of names to keep document relevant when people leave position.

Agency A – Responsibilities

Agency A – Point of Contact

Agency B – Responsibilities

Agency B – Point of Contact

Duration of Agreement

This Memorandum of Agreement will be in effect for ____________________________(usually one or two years) years from the date of last signature.

Approximately six months before expiration, both parties will meet to determine renewal, based on an assessment of the partnership's results and achievements.

The Agreement may be terminated at any time upon written notification by one party to the other, with a minimum of ___________ days i.e. 30, 60, or 90 days – leave enough time to ensure any clients are informed and proper alternate supports have been put in place for them.

Signatories:

AGENCY NAME AND TITLE	AGENCY NAME AND TITLE
SIGNATURE	SIGNATURE
DATE	DATE

Resource 6: Partnership Agreement (page 1 of 2)

PARTNERSHIP AGREEMENT BETWEEN ORGANIZATIONS

LEGAL NAME OF EACH PARTNER ORGANIZATION

Outcomes, Goals and Objectives:

Provide broad statements of what partners want to achieve. A work plan can be attached as an appendix to the agreement.

Partnership Values:

Describe values or principles that guide the relationships and work of the partnership.

Roles and Responsibilities:

Describe who will do what, who will be responsible for what, who will report to whom, and how the partnership and its activities will be managed. Think about individual partner's roles and responsibilities as well as any decision-making groups, such as committees and lead agency (Terms of Reference can be attached).

Resource Commitments:

Describe staff, facility and/or in-kind commitments.

Finance Commitments:

Detail the financial contributions of each partner or any other financial arrangements. A budget can be attached, if needed, as an appendix to the agreement.

Liability and Insurance:

Outline who is responsible for any liability and insurance for clients/participants and staff

Evaluation:

Specify how the partnership will evaluate identified outcomes. An evaluation plan can be attached as an appendix to the agreement.

Decision Making:

Specify a mutually satisfactory process for making significant decisions.

> EXAMPLE: The Steering Committee will strive for consensus in all of its decisions. In instances where consensus is not possible, the Chair can request that an issue be put to a vote where each partner is entitled to one vote and a simple majority will decide the outcome.

Resolving Conflicts:

Specify a mutually agreed process to resolve conflicts and complaints.

> EXAMPLE: When differences arise, the partners agree to: 1. Address their differences in a timely, open and honest manner. 2. Attempt to resolve issues at the staffing level at which they occur 3. Engage an independent mediator, if appropriate, to assess the partnership and/or the situation, either when required or as part of a formal evaluation.

Resource 6: Partnership Agreement (page 2 of 2)

Termination of Partnership or Partner Involvement:

Specify a mutually satisfactory process to terminate the partnership, or a partner's involvement in the partnership.

EXAMPLE: Partners will provide a minimum of three months written notice to the Steering Committee regarding their intention to withdraw from the partnership, and will complete any outstanding reporting and service delivery commitments. Instances where partners are not maintaining their commitment will be brought forward to the Steering Committee for discussion and conflict resolution if required.

In the event that partners acknowledge that their participation is no longer viable, partners can agree to dissolve the relationship, honourably and without acrimony, following discussion of the situation and alternatives to the current arrangement at the Steering Committee. Notice will be served in writing to all pertinent stakeholders.

IN WITNESS OF THIS AGREEMENT the parties have executed below:

LEGAL NAME OF EACH PARTNER ORGANIZATION

Per its authorized signatories:

SIGNATURE	SIGNATURE
NAME AND TITLE	NAME AND TITLE
DATE	DATE

Resource 7: Additional Resources

http://www.hclinkontario.ca/resources/resources/partnership-development.html

https://www.bridgespan.org/insights/library/nonprofit-management-tools-and-trends/strategic-alliances

https://ctb.ku.edu/en/creating-and-maintaining-partnerships

http://thepartneringinitiative.org/wp-content/uploads/2014/08/Partnering-Toolbook-en-20113.pdf

https://www.unitedwaygt.org/document.doc?id=232

https://philanthropynewsdigest.org/columns/the-sustainable-nonprofit/why-and-how-do-nonprofits-work-together

https://www.sparc.bc.ca/wp-content/uploads/2016/12/the-partnership-toolkit.pdf

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