



Results-based Plan Briefing Book 2014-15

Ministry of Government Services

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RESULTS-BASED PLAN BRIEFING BOOK 2014-15

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Part I: Results-based Plan 2014-15

Ministry of Government Services

GOVERNMENT SERVICES

OVERVIEW

The Ministry of Government Services plays an important role in the delivery of public services to the people of Ontario.

The Ministry is committed to delivering high-quality services – both for the public and the ministries it supports across the Ontario Public Service (OPS). The ministry is working hard to transform how it does business and deliver more inclusive and effective services for the 13 million Ontarians who rely on its efforts.

The Ministry of Government Services supports the important work of all Ontario ministries through corporate resources and services. This includes:

- ❖ Helping to manage human resource services, support and recruitment
- ❖ Providing cost-effective business services through financial and non-tax revenue processing, payroll and benefits processing and administration, and supply chain management
- ❖ Managing information and information technology services including improvements to OPS technology and security
- ❖ Ensuring private information is secure and records are properly stored to preserve Ontario's rich history

The Ministry also delivers services to the public by:

- ❖ Promoting employment opportunities through internship and student programs
- ❖ Collecting, managing, preserving and promoting Ontario government records
- ❖ Managing the Archives of Ontario including its collections of historical records and other holdings
- ❖ Issuing Certificates of Authentication to the general public for documents intended for international use
- ❖ Enabling Ontario's broader public sector to increase efficiency and maximize support for these vital public services
- ❖ Managing the OntarioBuys program, which supports a wide range of projects in healthcare, education, colleges and universities, and community and social service organizations

The 2014-15 Results-based Plan outlines two new initiatives that will focus on improved governance and accountability:

- ❖ First, Ontario's Open Government initiative will focus on creating a more accessible and transparent organization. It will increase the public's access to

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government data and information, provide opportunities for public engagement and support an innovative business climate

- ❖ Second, the ministry will help ensure that compensation for agencies, BPS organizations and public sector executives is aligned with the government's fiscal plan and provides value for money

The 2014-15 Results-based Plan also builds on the ministry's transformational activities. The ministry continues to:

- ❖ Play a key role in shaping the outcome of collective bargaining negotiations
- ❖ Implement an Information Technology initiative that will drive further efficiencies and savings by rationalizing services and making better use of government assets
- ❖ Migrate the Public Safety Radio Network from the existing analog system to a digital platform. This network directly supports 36,000 emergency responders across the province and helps deliver mission critical services to citizens and visitors
- ❖ Further explore efficiencies and cost savings in the delivery of Information Technology and Human Resource services to the OPS
- ❖ Provide prudent fiscal oversight to its agencies, boards and commissions

All of these initiatives reflect the ministry's commitment to provide the best service in the most cost effective manner to better serve Ontarians. The ministry's objectives are summarized in its mission statement.



The Ministry of Government Services is committed to helping build the best public service in the world and to delivering on the government's commitment to be a responsive and innovative leader in customer service.

The **Ministry Administration Program** provides administrative and support services to enable the ministry to deliver results for the government's objectives and fiscal priorities. Its functions include financial and human resource management, and accommodations and facilities management. The program also provides legal and communications services, and planning and results monitoring. The program assists and supports ministry program areas in achieving their business goals.

The **Employee and Pensioner Benefits (Employer Share) Program** provides for the government's expenses as an employer for insured benefits, statutory programs, non-insured benefits and certain public service pension plans including third party administration and adjudication costs. The expenses are based on changes in the accrued liabilities of the government as sponsor or co-sponsor of certain insured benefit plans, pension plans and termination of employment entitlements.

The **Human Resources Services Program** supports the government's commitment to be a responsive and innovative world leader in customer service by having a skilled and innovative workforce.

HROntario delivers integrated HR and business transformation services that support ministries' business objectives, achieves legislative compliance, promotes use of best practices and develops and implements strategies that make the OPS an employer of first choice. The program also co-ordinates internal security in the OPS.

The Diversity Office supports the OPS' vision of being an inclusive, diverse and accessible organization that delivers excellent public services and supports all employees in achieving their full potential. As a centre of excellence, the Diversity Office has the lead for ensuring the OPS is compliant with the Accessibility for Ontarians with Disabilities Act. The Office is also responsible for providing innovative and strategic OPS-wide leadership ensuring that the OPS is a more inclusive employer, policy maker, program and service provider.

The Labour Relations Secretariat analyzes factors that drive collective bargaining outcomes in the BPS in order to develop and provide strategic guidance and advice to government, ministries and BPS employers related to ongoing collective bargaining and labour relations issues.

The **Enterprise Business Services Program** is responsible for the effective delivery of internal and external government-wide services to meet the needs of Ontarians

and the OPS. All service delivery programs focus on transforming, improving and providing value-added government services.

The Corporate Information and Information Technology Program provides leadership in establishing modern information and information technology (I&IT) infrastructure in order to meet the needs of Ontarians and the OPS. This includes formulating and implementing strategy, ensuring security of systems and data, developing policies, the implementation of common infrastructure, governance and accountability. It also includes the delivery of OPS-wide common services such as hosting services, and networking capabilities.

Ontario Shared Services provides back office support for business, finance, employee and supply chain management services across the OPS. It provides strategic advice, controllership and cost-effective service delivery in financial and non-tax revenue processing, payroll and benefits processing, benefit administration, supply chain management and enterprise business services.

Information, Privacy and Archives promotes good recordkeeping practices across the government and provides strategic leadership for freedom of information and privacy protection, and information management. It collects, manages and preserves the archival records of Ontario, promotes public access to Ontario's historic documents and records, and is the steward of the Government of Ontario's art collection.

The Central Agencies I&IT Cluster provides leadership and cost-effective I&IT support to its clients to enhance government services, by enabling the underlying IT solutions necessary to modernize government operations and provide cost-effective services to clients across the OPS.

Corporate Policy and Agency Coordination provides leadership and advice for corporate and agency governance, strategic corporate policy, workforce analytics, public appointments and Management Board of Cabinet support.

Open Government pursues opportunities to strengthen accountability to the public, improve transparency in reporting on the use of taxpayers' money, and ensures effective stewardship over government funds through Open Dialogue, Open Data and Open Information.

The **Agencies, Boards and Commissions Program** associated with Ministry of Government Services provide oversight to ensure effective governance, accountability, and relationship management.

The Advertising Review Board is designated as a mandatory central service for the procurement of advertising, public and media relations, and creative communications services for the OPS. This helps ensure ministries and government agencies acquire

these services in a manner that is fair, open, transparent and accessible to qualified suppliers.

The Conflict of Interest Commissioner has responsibility for certain conflict of interest and political activity matters as they apply to appointees and employees of ministries and public bodies and to certain employees of ministries with respect to financial declarations. The Commissioner handles requests for advice or rulings on specific conflict of interest or political activity matters, advises on financial declarations, approves conflict of interest rules submitted by public bodies and reviews and approves adjudicative tribunals' ethics plans.

The **Bulk Media Buy Program** supports the purchase of media time for government marketing campaigns. Funding also covers associated agency fees, creative production costs, market research costs and the development of related marketing materials to support integrated campaigns associated with government initiatives. Paid government advertising is guided by the Government Advertising Act, and reviewed and reported on by the Auditor General.

PERFORMANCE MEASUREMENT

The Ministry of Government Services' vision is to be a valued partner whose leadership, expertise and service builds trust and confidence in public services and the OPS. The ministry keeps the OPS running, so that the organization can deliver the services Ontarians rely on.

To achieve our vision, MGS strives to:

- Provide partners and clients with reliable, responsive service
- Make things simpler and save time and money
- Support accountability, quality and transparency
- Help create a culture where everyone can achieve their potential

Tracking our progress with the following performance measures helps to ensure that our goals are met and that we continuously find ways to improve:

1. *Satisfied Customers*: Measuring customer satisfaction with our services
2. *Capable, Diverse and Engaged People*: Getting feedback from employees through our OPS Employee Survey (MGS Employee Engagement Index)
3. *Business and Operational Excellence*: Achieving our service standards targets
4. *Effective and Efficient Resource Management*: Delivering value for money (Number of clients served per program FTE and the MGS Operating Expense as a Percentage of OPS Operating Expense)

Measuring Customer Satisfaction with MGS Services

The Ministry of Government Services has a client-centred approach to service delivery. MGS internal clients include all ministries and employees across the OPS. Key program areas track client feedback to continuously improve their services and better support ministries in delivering vital services to the public. This includes:

- **Information & Information Technology** – continues to seek client feedback in key areas. This team has exceeded their target level of satisfaction with the service desk over the past three years. An OPS-wide survey will be conducted in 2014-15 to gauge the level of satisfaction with broader IT services.

Program/Service	Performance Measure	2011-12	2012-13	2013-14
		Target = 85%		
OPS IT Service Desk	How satisfied are customers of the OPS IT Service Desk function?	96%	96%	96%

- **HROntario's Centre for Leadership and Learning** – evaluates feedback from OPS-wide learning session participants to determine if learning outcomes match learning objectives. The result exceeded the target in 2012-13 and was within range of its target in 2013-14.

Program/Service	Performance Measure	2011-12	2012-13	2013-14
		Target = 90%		
Learning & Career Development	Percentage of participants who report that learning outcomes matched published learning objectives	N/A	92%	89%

- **Ontario Shared Services** – gathers and uses informal feedback from clients to continuously improve their services. The team is also developing an OPS-wide customer satisfaction measure for future improvement efforts.

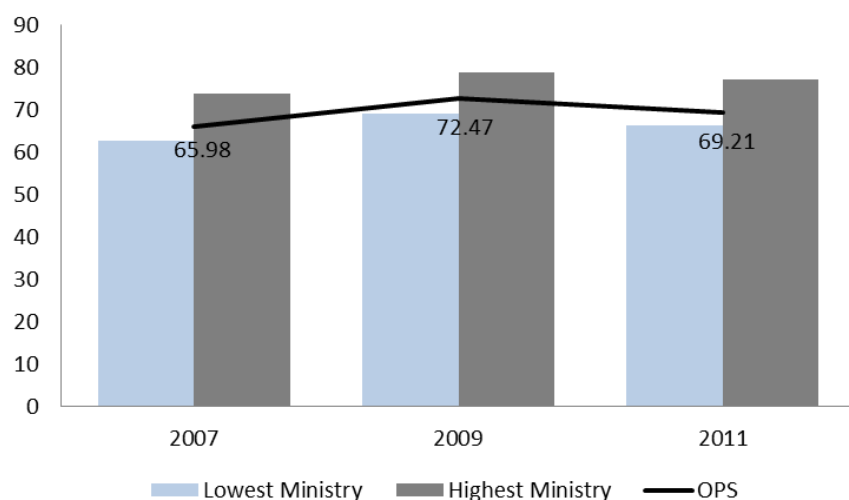
Getting Feedback from Employees through the OPS Employee Survey

The Ministry helps the OPS deliver quality public services by attracting, recruiting and retaining a skilled, diverse and engaged work force.

We want to improve employees' job satisfaction and commitment to the organization. To do that we need to understand how employees feel about working in the OPS, what drives their level of engagement, and how we can keep improving the overall OPS work environment.

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The Ministry does this through the OPS Employee Survey. The 2014 OPS Employee Survey took place between February and March 2014. Results and analysis will be available by September 2014. Historical results of the OPS employee engagement score are illustrated in the chart below.



Ongoing fluctuation in engagement levels is expected. The OPS is committed to being a top employer and continuing to develop strategies and take action to improve the workplace using feedback gathered from employees through the survey.

Achieving Service Delivery Targets

Through our service standards, the Ministry makes a public commitment to deliver a high level of service that our clients and customers can expect. The Ministry's standards help ensure that services are accessible, timely, courteous and responsive. They also ensure the privacy and personal information of Ontarians is protected.

The Ministry has met or exceeded its service standard targets since 2011-12.

Customer Service

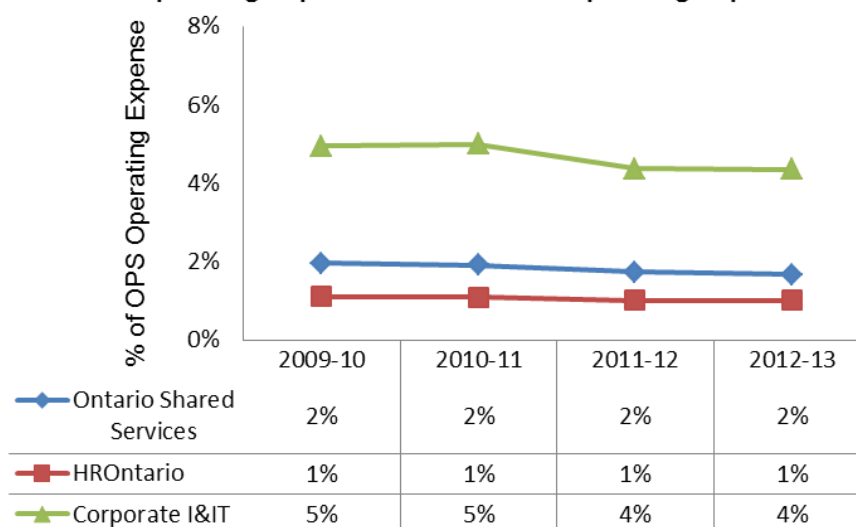
Program/Service	Service Standard	2011-12	2012-13	2013-14
		Target = 95%		
Official Documents Services – Issue Documents	Clients will be satisfied with the service provided.	98%	97%	97%

Information Management

Program/Service	Service Standard	2011-12	2012-13	2013-14
		Target = 90%		
Archives – Information Requests	Correspondence enquiries will be completed to standard within 14 business days.	95%	96%	96%
	Requests for Information will be processed and completed within 22 business days or authorized extension.	98%	98%	93%
Archives – Reproduction Orders	Reproduction orders will be completed to standard within 14 business days.	96%	98%	96%
Recruitment Services for Youth Employment Programs	Recruitment schedules for all Youth and New Professionals Secretariat employment programs will be posted to the websites at least 20 business days prior to the application date.	100%	100%	100%

Delivering Value for Money

MGS provides employee, business and IT support services to all ministries across the OPS. Results demonstrate that the Ministry is delivering more with fewer resources to support government programs.

MGS Operating Expense as a % of OPS Operating Expense

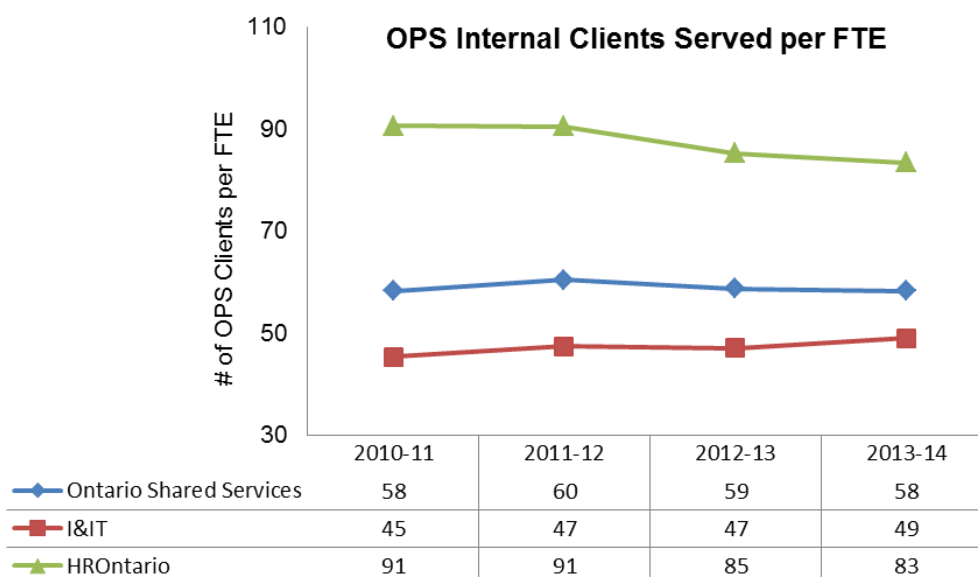
Notes: 1. OPS Operating Expenses: all ministries total operating expense 2. OPS and program Operating Expenses exclude Transfer Payments, Other Transactions and Consolidations 3. Program Area Expenses reported at gross, including recoverable expenses 4. Data source: Public Accounts

Making an Impact for Clients

The Ministry serves clients across the OPS through:

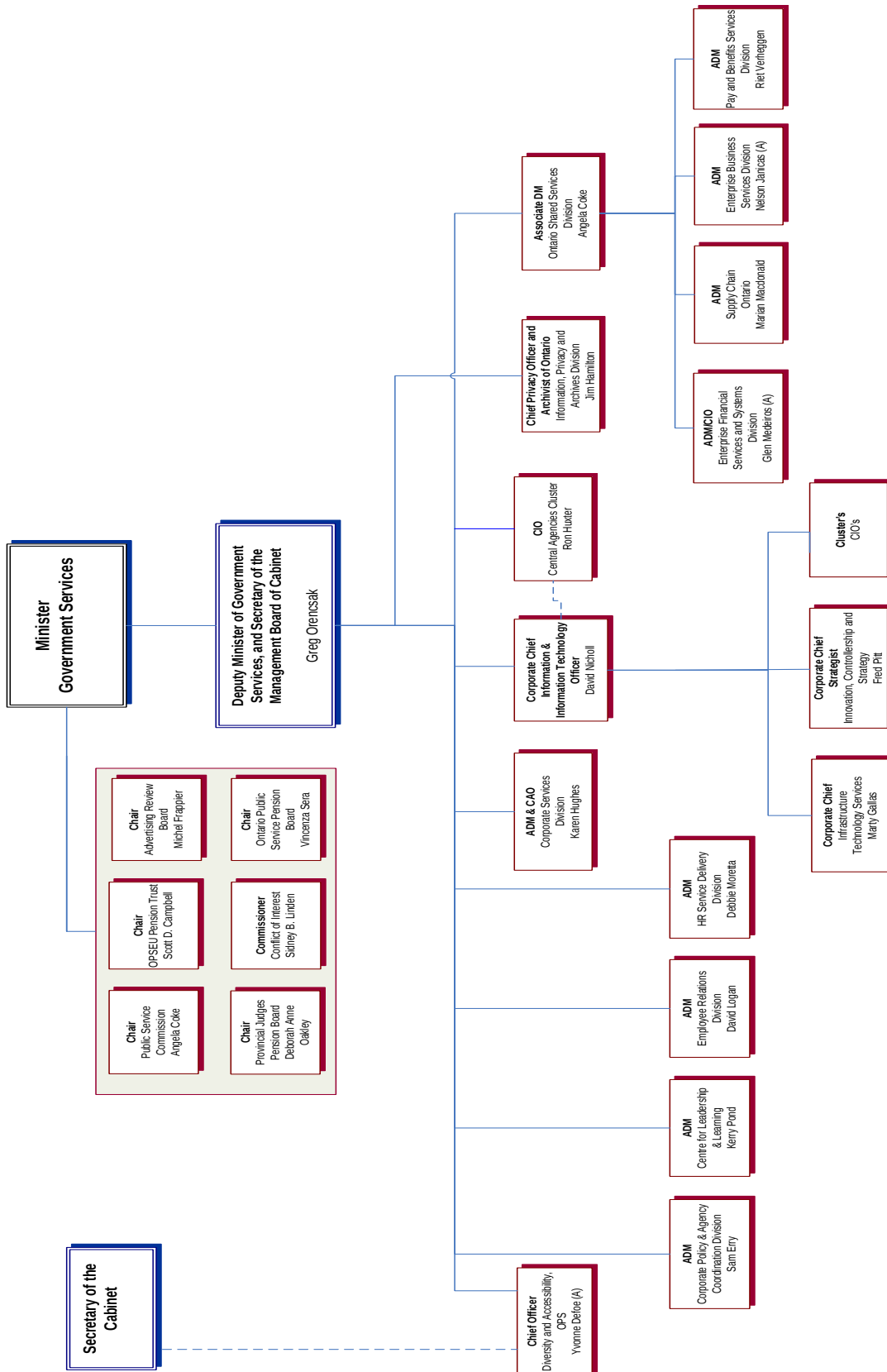
- Human Resource strategies, policies and services that support sustainable quality public services and collective bargaining. These strategies also build OPS capacity and promote employee productivity through health and wellness.
- Leadership for I&IT services that include policy, common infrastructure, governance, accountability and OPS-wide common services such as computer processing and network facilities, and the Information, Privacy and Archives of Ontario. Our I&IT staff also provide support to the broader public sector.
- Shared services that enable cost savings by leveraging scale and consistency across programs. Ontario Shared Services provides OPS-wide employee and business support services, including financial processing and collections, supply chain management, payroll management and processing, and benefits administration.
- Ontario Shared Services also provides payroll processing to external clients such as selected agencies and benefits administration for employees on Long-Term Income Protection.

The Ministry continues to find more effective and efficient ways to serve its clients.



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ORGANIZATIONAL CHART



As of June 17, 2014

ACTS ADMINISTERED BY THE MINISTRY OF GOVERNMENT SERVICES
Government Services

Adjudicative Tribunals Accountability, Governance and Appointments Act, 2009, S.O. 2009, c. 33, Sched. 5

Archives and Recordkeeping Act, 2006, S.O. 2006, c. 34, Sched. A

Broader Public Sector Accountability Act, 2010, S.O. 2010, c. 25, in respect of sections 1-4, 7, 7.1-7.20, 9-13, 16, 19 and 21-23

Cabinet Ministers' and Opposition Leaders' Expenses Review and Accountability Act, 2002, S.O. 2002, c. 34, Sched. A

Financial Administration Act, R.S.O. 1990, c. F.12, in respect of section 1.0.19 and clause 38 (1) (a.3)

Flag Act, R.S.O. 1990, c. F.20

Floral Emblem Act, R.S.O. 1990, c. F.21

Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. F.31

Government Advertising Act, 2004, S.O. 2004, c. 20

Government Services and Service Providers Act (ServiceOntario), 2012, S.O. 2012, c. 8, Sched. 21

Lobbyists Registration Act, 1998, S.O. 1998, c. 27, Sched.

Ministry of Government Services Act, R.S.O. 1990, c. M.25

Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56

Official Notices Publication Act, R.S.O. 1990, c. O.3

Ontario Provincial Police Collective Bargaining Act, 2006, S.O. 2006, c. 35, Sched. B

Ontario Public Service Employees' Union Pension Act, 1994, S.O. 1994, c. 17, Sched.

Public Sector Expenses Review Act, 2009, S.O. 2009, c. 20

Public Service of Ontario Act, 2006, S.O. 2006, c. 35, Sched. A

Public Service Pension Act, R.S.O. 1990, c. P.48

In addition, in support of the Chair of the Management Board of Cabinet:

Management Board of Cabinet Act, R.S.O. 1990, c. M.1

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AGENCIES, BOARDS AND COMMISSIONS

Advertising Review Board

Chair: Michel Frappier

Established in 1985 with its mandate set out in *Procurement Directive on Advertising, Public and Media Relations, and Creative Communications Services*. Mandatory central common service for the OPS ensuring the fair and transparent procurement of advertising, communications consulting (public and media relations), and creative communications services for government clients. Provides ministries and government agencies with assistance and advice on the acquisition of advertising and communications services.

Case Management Masters Remuneration Commission

Commissioner: Larry Banack

Established by Order in Council in March 2012. Conducts an inquiry and makes recommendations to the Minister of Government Services regarding the remuneration of Ontario Case Management Masters (provincially appointed judicial officers). The Commission will submit a report with its recommendations to the Minister of Government Services after submissions have been made by the Government of Ontario and the Case Management Masters Association.

Deputy Judges Remuneration Commission

Commissioner: Marilyn Ann Nairn

Established by Order in Council. Conducts inquiries into the remuneration of Deputy Judges. Provides recommendations to the government on the per-diem rate and payment of reasonable expenses for Ontario Deputy Judges.

Justices of the Peace Remuneration Commission

Chair: Patrick J. LeSage

Established under a regulation of the *Justices of the Peace Act, 1990*. Inquires into and makes recommendations relating to the salaries, pensions, and benefits of Ontario Justices of the Peace. Provides a report and recommendations to the Chair of Management Board of Cabinet. Report is submitted to the Lieutenant Governor in Council.

Office of the Conflict of Interest Commissioner

Commissioner: Sidney B. Linden

Created by the *Public Service of Ontario Act, 2006*. Offers advice and makes determinations on specific conflict of interest, political activity and financial declaration matters related to in-service and post service obligations on Ontario's public servants. Provides advice and direction to public bodies, upon request. Approves the ethics rules of public bodies. Serves as a resource for developing and sharing information regarding conflict of interest and political activity matters.

Ontario Public Service Employees' Union Pension Plan Board of Trustees

Chair: Scott D. Campbell

Established under regulation of the *Ontario Public Service Employees' Union Pension Act, 1994*. An independent Trust organization (not a Crown Agency or a public body) established under a Joint Sponsorship Agreement between Ontario (represented by the Minister of Government Services) and the members (represented by the OPSEU Executive Board). Administers the OPSEU Pension Plan (adjudication and provision of pension benefits) and the OPSEU Pension Fund (investing assets).

Ontario Public Service Pension Board

Chair: Vincenza Sera

A public body established in 1990 under the *Public Service Pension Act, 1990*. Administers the Public Service Pension Plan (PSPP) and the investment of the Public Service Pension Fund and adjudication of the plan.

Provincial Judges Pension Board

Chair: Deborah Anne Oakley

A Trust agency established in 1992 by Ontario Regulation 67-92 as amended under the *Courts of Justice Act, 1990*. The Board is responsible for administering the pensions and survivor allowances. Funds administered by the agency provide benefits to retired Provincial Judges and Traditional Masters who are members of the plan and survivor allowances to the dependents of these Judges and Masters.

Provincial Judges Remuneration Commission

Chair: William Kaplan

An advisory agency established by Appendix A of the Framework Agreement set out as a schedule to the *Courts of Justice Act*. The function of the commission is to inquire into and make binding recommendations relating to the salaries and benefits and non-binding recommendations relating to the pensions for Ontario Provincial Judges.

Public Service Commission

Chair: Angela Coke

Established in 2006 pursuant to the *Public Service of Ontario Act, 2006* (PSOA) replacing the Civil Service Commission that was established under the old Public Service Act. Ensures the effective management and administration of human resources in relation to public servants appointed under Part III of the *Public Service of Ontario Act, 2006*. Ensures non-partisan recruitment and employment of public servants.

Public Service Grievance Board

Chair: Kathleen G. O'Neil (Interim Chair)

Established in 1959 as an independent labour relations tribunal that exercises the powers and duties conferred upon it by the *Public Service of Ontario Act, 2006* and O. Reg. 387-07. Provides dispute resolution services to certain management and excluded members of Ontario's public service and their employers. Hears grievances regarding discipline, dismissal, working conditions and terms of employment.

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AGENCIES, BOARDS AND COMMISSIONS - FINANCIAL SUMMARY

	Classification	2014-15 Estimates	2013-14 Interim Actuals	2012-13 Actuals
Advertising Review Board ^A	Regulatory	1,187,100	1,152,400	1,402,991
Case Management Masters Remuneration Commission	Advisory	15,000	16,574	-
Deputy Judges Remuneration Commission ^B	Advisory	15,000	5,444	-
Justices of the Peace Remuneration Commission ^B	Advisory	45,000	10,801	1,375
Office of the Conflict of Interest Commissioner ^A	Regulatory	857,500	1,108,700	944,780
Ontario Public Service Employees' Union Pension Plan Board of Trustees	Not Applicable	-	-	-
Ontario Public Service Pension Board	Trust	275,000	192,537	259,729
Provincial Judges Pension Board	Trust	200,000	192,483	216,701
Provincial Judges Remuneration Commission ^B	Advisory	56,500	38,611	3,369
Public Service Commission	Regulatory	5,000	4,286	4,714
Public Service Grievance Board ^C	Adjudicative	1,000	-	-

A. Amounts represent agencies full allocation. Agencies appear in MGS Estimates.

B. Amounts do not include legal services costs recoverable from Ministry of Attorney General.

C. Administered by the Ministry of Labour on behalf of MGS. Amount does not represent full allocation.

Notes: For all Agencies not noted above as appearing in MGS Estimates the figures provided represent expenses incurred on behalf of these agencies by HROntario. As such the amounts reflected here do not represent these agencies full allocation.

SERVICEONTARIO

OVERVIEW

ServiceOntario plays an important role in the delivery of government services for the people of Ontario. It functions as both a public-facing organization and an enterprise service provider.

ServiceOntario will continue working with its many partners to deliver a broad suite of services. The aim is to make it easier and more convenient for individuals and businesses to access important government services, when and where they need them — whether online, in-person, by mail or telephone.

ServiceOntario is an established leader in customer service, achieving a high level of trust and brand awareness among customers and partners. The 2014-15 Results-based Plan builds on these strengths. Looking ahead, the organization is exploring how it can be a driver of service innovation more broadly across the Ontario Public Service (OPS) and beyond. At the same time, ServiceOntario is maintaining a clear focus on key priorities: providing exceptional customer service, value for tax dollars and maintaining program integrity.



ServiceOntario is structured to support the achievement of its vision and priorities.

ServiceOntario is the gateway to government services for the people of Ontario, delivering information and routine transactions on behalf of OPS ministries and interjurisdictional partners. ServiceOntario is a recognized public leader in service integration, providing value for tax dollars, meeting or exceeding customer expectations and expertise in service delivery transformation. ServiceOntario is collaborating with partners to leverage its core strengths and is modernizing to improve customer convenience while increasing efficiency, streamlining service and shifting customers to the convenient and lower-cost online channel.

Aligned with the ServiceOntario program, the ServiceOntario Information and Information Technology Cluster provides strategic advice and cost-effective technology solutions for ServiceOntario and ministry partners in implementing key business objectives as well as modernizing government services via public-facing online applications.

PERFORMANCE MEASUREMENT

Customer Satisfaction with Public-facing Services

ServiceOntario surveys customer satisfaction throughout the year for each of its service delivery channels: online, in-person and telephone. Customers rate their service experience from one (very dissatisfied) to five (very satisfied). The ServiceOntario performance indicator reflects the percentage of customers who indicated a five rating for their overall satisfaction. The results in the table below are based on surveys for all channels.

Overall Satisfaction		2011-12	2012-13	2013-14
% of customers very satisfied with their most recent ServiceOntario experience	Targets	79%	80%	81%
	Results	81%	83%	82%

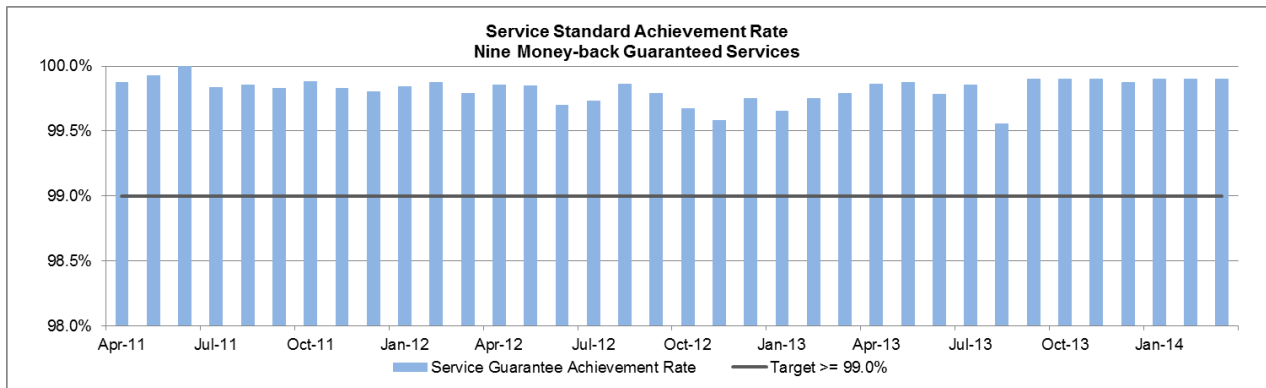
ServiceOntario is committed to continuous improvement in customer satisfaction.

Service Standards

Key ServiceOntario service standards measure the percentage of transactions delivered within established timeframes and the effectiveness of service delivery processes. The money-back service guarantee had an average 99.9 per cent achievement rate in 2013-14.

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The graph below displays nine money-back guaranteed services that exceeded performance targets. These nine services include online birth, marriage and death certificates; premium online birth, marriage and death certificates; electronic master business licences, online personalized licence plate orders and online publications orders. Service levels exceed 99 per cent. The goal for 2014-15 is to maintain a service standard achievement rate above 99 per cent through strict process control and continuous improvement.



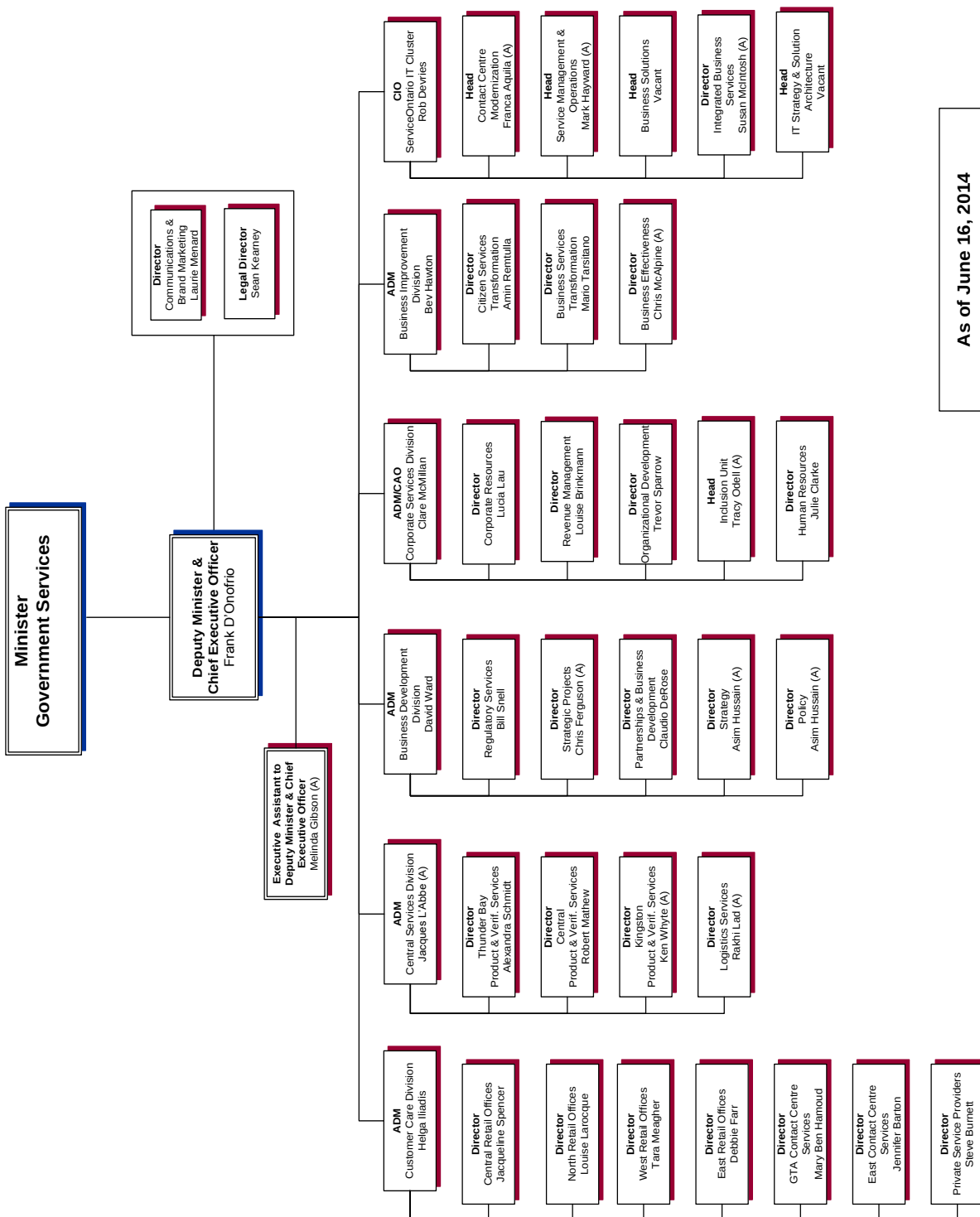
All of ServiceOntario's published service standards met or exceeded their targets in 2012-13.

Fiscal 2012-13

Category	Number of Service Standards	Standards that Achieved 90% or more of Target
Customer Service	3	100%
Information	2	100%
Permits, Licences, Certificates & Registrations	42	100%
TOTAL	47	100%

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ORGANIZATIONAL CHART



As of June 16, 2014

ACTS ADMINISTERED BY THE MINISTRY OF GOVERNMENT SERVICES
ServiceOntario

Boundaries Act, R.S.O. 1990, c. B.10

Business Corporations Act, R.S.O. 1990, c. B.16, in respect of:

- (a) filing, recording and searching articles and other documents;
- (b) the powers and duties of the Minister unrelated to the prosecution of offences;
- (c) the powers and duties of the Director;
- (d) recommending regulations to be made by the Lieutenant Governor in Council unrelated to health profession corporations.

Business Names Act, R.S.O. 1990, c. B.17, in respect of:

- (a) registering, recording and searching names;
- (b) the powers and duties of the Minister;
- (c) the powers and duties of the Registrar;
- (d) recommending regulations to be made by the Lieutenant Governor in Council.

Business Regulation Reform Act, 1994, S.O. 1994, c. 32, except in respect of sections 1, 2 and 3.

Change of Name Act, R.S.O. 1990, c. C.7

Condominium Act, 1998, S.O. 1998, c. 19, in respect of:

- (a) registration and creation of condominium corporations;
- (b) making Minister's regulations;
- (c) subsection 177(3) as it pertains to Minister's regulations.

Corporations Act, R.S.O. 1990, c. C.38, in respect of:

- (a) filing, recording and searching letters patent and other documents;
- (b) the powers of the Lieutenant Governor;
- (c) the powers and duties of the Minister unrelated to the prosecution of offences;

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- (d) recommending regulations to be made by the Lieutenant Governor in Council.

Corporations Information Act, R.S.O. 1990, c. C.39, except in respect of sections 1, 13, 14, 15 and 18.

Electronic Land Registration Services Act, 2010, S.O. 2010, c. 1, Sched. 6

Electronic Registration Act (Ministry of Consumer and Business Services Statutes), 1991, S.O. 1991, c. 44, in respect of sections 4, 5 and 6.

Extra-Provincial Corporations Act, R.S.O. 1990, c. E.27, in respect of:

- (a) applying for, recording and searching licences and other documents;
- (b) the powers and duties of the Minister;
- (c) the powers and duties of the Director;
- (d) recommending regulations to be made by the Lieutenant Governor in Council.

Government Services and Service Providers Act (ServiceOntario), 2012, S.O. 2012, c. 8, Sched. 21 (unproclaimed)

Highway Traffic Act, R.S.O. 1990, c. H.8, in respect of Part III

Land Registration Reform Act, R.S.O. 1990, c. L.4

Land Titles Act, R.S.O. 1990, c. L.5

Limited Partnerships Act, R.S.O. 1990, c. L.16, in respect of:

- (a) filing, recording and searching declarations and other documents;
- (b) the powers and duties of the Minister;
- (c) the powers and duties of the Registrar;
- (d) recommending regulations to be made by the Lieutenant Governor in Council.

Marriage Act, R.S.O. 1990, c. M.3

Ministry of Government Services Act, R.S.O. 1990, c. M.25 (parts only)

Not-for-Profit Corporations Act, 2010, S.O. 2010, c. 15, in respect of:

- (a) filing, recording and searching articles and other documents;

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- (b) the powers and duties of the Minister under sections 6 and 209;
- (c) the powers and duties of the Director;
- (d) making regulations in respect of paragraphs 1, 2, 4, 7, 10, 14, 15 and 16 of section 208; and
- (e) making regulations in respect of paragraphs 5, 6, 8, 9, 17 and 18 of section 208 in respect of only those matters relating to paragraphs (a) and (c) above.

Partnerships Act, R.S.O. 1990, c. P.5, in respect of sections 44.3 and 44.4.

Personal Property Security Act, R.S.O. 1990, c. P.10, in respect of:

- (a) registering, recording and searching financing statements and other documents;
- (b) the powers and duties of the Minister;
- (c) the powers and duties of the Registrar;
- (d) recommending regulations to be made by the Lieutenant Governor in Council.

Registry Act, R.S.O. 1990, c. R.20

Repair and Storage Liens Act, R.S.O. 1990, c. R.25, in respect of:

- (a) registering claims for liens and other documents;
- (b) the powers and duties of the Minister;
- (c) the powers and duties of the Registrar.

Vital Statistics Act, R.S.O. 1990, c. V.4

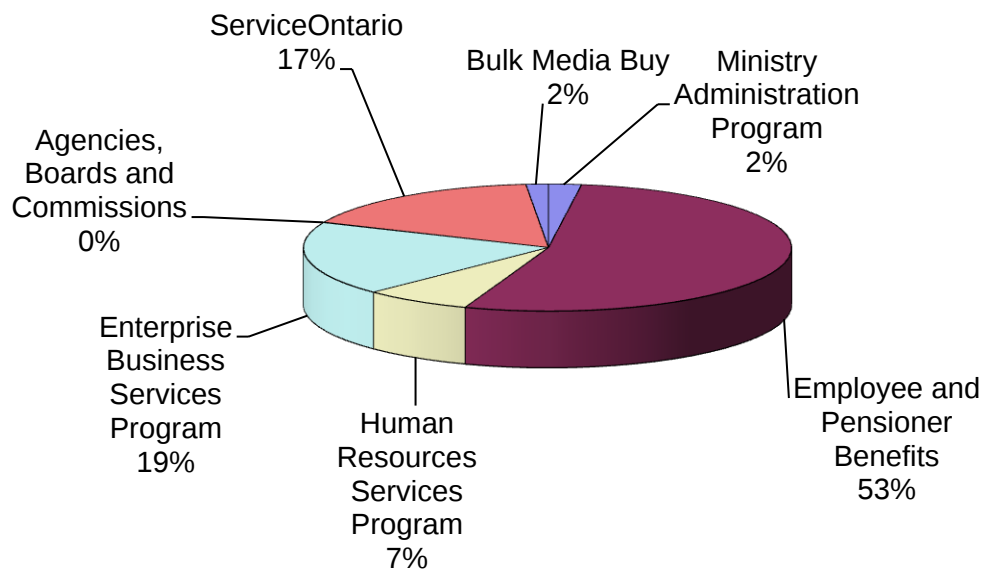
RESULTS-BASED PLAN BRIEFING BOOK 2014-15
MINISTRY FINANCIAL INFORMATION

Table 1 - Ministry Planned Expenditures 2014-15 (\$M)

Operating	2,170.6
Capital	28.2
TOTAL	2,198.8

*Includes Special Warrants, Statutory Appropriations and Consolidations (excludes operating and capital assets)

Ministry Operating and Capital (excluding Assets)



*Graph includes Special Warrants, excludes Statutory Appropriations, Consolidations & Other Adjustments

RESULTS-BASED PLAN BRIEFING BOOK 2014-15

Table 2 - Operating and Capital Summary by Vote

Vote/Program	2014-15 Estimates	Change From 2013-14 Estimates		2013-14 Estimates	2013-14 Interim Actuals	2012-13 Actuals
		\$	%			
OPERATING AND CAPITAL EXPENSE						
Ministry Administration Program	36,748,100	(4,249,900)	(10.4%)	40,998,000	39,673,000	36,823,301
Employee and Pensioner Benefits	905,348,000	(5,332,800)	(0.6%)	910,680,800	868,080,800	871,503,819
Human Resources Services Program	120,744,700	12,498,900	11.5%	108,245,800	111,452,100	110,693,155
Enterprise Business Services Program	318,762,100	(15,636,900)	(4.7%)	334,399,000	316,295,213	326,619,847
Agencies, Boards and Commissions	2,044,600	(181,000)	(8.1%)	2,225,600	2,261,100	2,347,771
ServiceOntario	288,714,100	(734,200)	(0.3%)	289,448,300	287,639,042	286,909,622
Bulk Media Buy	25,000,000	-	-	25,000,000	25,000,000	-
Less: Special Warrants	660,110,700	660,110,700	-	-	-	-
Total Operating and Capital Expense to be Voted	1,037,250,900	(673,746,600)	(39.4%)	1,710,997,500	1,650,401,255	1,634,897,515
Special Warrants	660,110,700	660,110,700	-	-	-	-
Statutory Appropriations	531,469,014	(367,195,700)	(40.9%)	898,664,714	541,500,945	1,074,775,911
Consolidations & Other Adjustments	(30,000,000)	-	-	(30,000,000)	(30,000,000)	(47,370,301)
Total Including Consolidations & Other Adjustments	2,198,830,614	(380,831,600)	(14.8%)	2,579,662,214	2,161,902,200	2,662,303,125

OPERATING AND CAPITAL ASSETS						
Ministry Administration Program	1,000	-	-	1,000	-	-
Enterprise Business Services Program	81,999,700	(291,234,900)	(78.0%)	373,234,600	78,767,600	62,319,884
ServiceOntario	825,000	824,000	82400.0%	1,000	5,332,303	13,663,844
Less: Special Warrants	18,317,400	18,317,400	-	-	-	-
Total Operating and Capital Assets to be Voted	64,508,300	(308,728,300)	(82.7%)	373,236,600	84,099,903	75,983,728
Special Warrants	18,317,400	18,317,400	-	-	-	-
Ministry Total Assets	82,825,700	(290,410,900)	(77.8%)	373,236,600	84,099,903	75,983,728

For additional information see:

<http://www.fin.gov.on.ca/english/budget/estimates>

<http://www.fin.gov.on.ca/English/budget/paccts>

<http://www.fin.gov.on.ca/en/budget/ontariobudgets>

APPENDIX I

2013-14 ANNUAL REPORT

Government Services

The Ministry of Government Services continued to deliver on its priorities to simplify how things get done, save time and money, provide valuable and responsive services, support accountability, increase transparency and deliver high quality services to Ontarians. A number of initiatives have been completed this year to deliver better value for taxpayers.

As part of the Open Government initiative, an integrated team has been established to deliver strategies for an open and engaged government. Information datasets are available to the public in open, standardized, machine-readable format at no cost. Citizens can access and use these datasets for creative or commercial purposes under the open data licence. Work is underway to expand the number of high value datasets available within the centralized data catalogue. Sharing more government information and data with the public will improve public accountability and transparency and contribute to improved government service delivery.

The Ministry continued work on the Information Technology Rationalization initiative this year in response to the Drummond Commission and commitments made in the 2013 Provincial Budget. This four year initiative will drive efficiencies and savings by rationalizing services and making better use of government assets. This fiscal year the initiative has successfully closed four Data centres, realized \$3M savings by consolidating software, provided access for some public sector organizations to utilize the Guelph Data Centre, and piloted the use of cloud computing services. Over the next year, another ten Data Centres will be closed and the use of cloud computing services is expected to be expanded.

Supply Chain Ontario (SCO) continuous improvement program has improved processes that are benefitting ministries and vendors:

- Procurement evaluation processes have been streamlined to use ministry evaluators more effectively and reduce the complexity of vendor submissions
- Length of the procurement process has been reduced to ensure consistent service delivery to ministry buyers
- Pain points identified by vendor focus groups have been addressed such as improving access to procurement opportunities, standardizing procurement abstracts, and improving communication processes with buyers

SCO is sharing these lessons learned across the BPS through shared services organizations in health care and education.

RESULTS-BASED PLAN BRIEFING BOOK 2014-15

The VOR program for purchasing goods and services continues to achieve significant benefits for government. For example, the new Mobile Services and Devices VOR arrangement consolidates businesses under a single provider and focuses on paying only for what is used. This ten year VOR arrangement will significantly reduce user monthly service bills and is expected to reduce costs over the contract term. For laboratory gases, the VOR arrangement discounts prices by approximately 70 per cent compared to market prices.

To support long-term procurement modernization initiatives, an electronic procurement strategy is being implemented that will provide an integrated end-to-end procurement cycle, further streamline procurement processes in the OPS and reduce costs and administrative burden on vendors.

The Government continued to receive positive recognition as an employer in 2013. The OPS was recognized as:

- Canada's Best Diversity Employers for the sixth year in a row
- Greater Toronto Area's Top Employers for the fifth year
- Canada's Greenest Employers for the fourth consecutive year
- Best Employers for New Canadians for the third consecutive year and
- Canada's Top Employers for Young People



MGS continued to attract top talent from diverse backgrounds to the OPS and attracted over 5500 youth and new professionals through specialized employment programs:

- 38 internship placements for newcomers to Canada
- 143 placements for recent graduates through the Ontario Internship Program
- 139 work placements for youth in the OPS Learn and Work Program in Toronto, Windsor, Thunder Bay and Hamilton, with a focus on encouraging high school students to earn credits towards their high school diploma
- 3,546 summer students were hired through the Summer Experience Program

MGS has continued to improve the recruitment process by reducing barriers in the hiring process. In 2013-14 a learning program was delivered to Deputy Ministers that focused on personal biases and their impact on recruitment activities. The program's goals were to increase the participant's ability to identify and mitigate the impact personal biases have on recruitment decisions and leverage the practices of the OPS Executive Recruitment Inclusion Lens introduced into the organization in the previous year. Similar bias awareness training has been delivered to various ministries' senior executive teams.

To support the Ministry's mandate to simplify, serve and save, the Corporate Policy and Agency Coordination was launched to provide integrated support to ministries seeking approvals for procurement, Information Technology projects, staffing resources and provide policy direction with respect to governance, accountability and oversight of the government's classified agencies. In addition, MGS worked with the Ministry of Finance to revise the authorities of decision making bodies such as the Supply Chain Leadership Council and IT Project Approval Committee. Ministries will benefit by being able to move forward more quickly on their business priorities while continuing to ensure strong accountability.

A "Five Point Plan" was developed to enhance classified agency governance and accountability. The plan includes mandate reviews for all agencies every seven years, mandatory training for agency appointees and the consolidation and updating of the directives governing classified agencies. In support of its drive for greater agency accountability, MGS released its "Guide to Governance for Board-Governed Classified Agencies" and created a new business unit focused on developing forward looking strategic initiatives to strengthen the governance framework of classified agencies.

With the launch of the OPS' second three-year inclusion strategy, efforts continued to support corporate leadership in workplace diversity, accessibility and inclusion by ensuring decision-makers and policy experts were equipped to incorporate inclusion based outcomes into OPS policies, programs and services. In addition to developing annual accessibility plans, ministries have submitted three-year plans outlining the steps they will take to make their workplaces, programs and policies even more inclusive. These plans along with key initiatives such as the OPS Inclusion Lens, the Executive Recruitment Lens, and Accessibility at Source are helping ministries further their inclusion goals by considering barriers and accessibility before undertaking policy and program initiatives.

Recognition was received for Accessibility at Source which is a campaign that provides practical information for OPS employees on how to embed accessibility into their day to day work, through a bronze award in the prestigious 2014 The Institute of Public Administration of Canada/Deloitte Public Sector Leadership Awards.

RESULTS-BASED PLAN BRIEFING BOOK 2014-15

Information, Privacy and Archives continued to promote public access to Ontario's historic documents and records and has increased public access in the following areas:

- 232,585 entries were added to the Archives Descriptive Database, the online guide to the archival holdings of the Archives of Ontario, providing the public with online descriptions of the collection
- Increased free on-site educational workshops with over 40 workshops provided this year to Ontario's teachers and students, which more than quadruples the workshops run since 2009
- A new web series was launched this year to increase online exposure to the Government of Ontario Art Collection
- Collaborated with Ministry of Natural Resources to digitize 30,000 new images and add 100,000 photo identification points to increase customer access to Black and White Aerial Photography collection where customers can find digitized images, and order them for viewing or reproduction

The ministry also continued to provide leadership in reducing the environmental impact of OPS operations. Efforts to date have resulted in significant reductions in travel spending, fuel consumption and greenhouse gas emissions through smarter travel (e.g. teleconferencing, videoconferencing, etc.), improvements to government fleets and the diversion of e-waste. Since 2006/07, travel spending has decreased by approximately \$21 million. In addition, 6.7 million litres of fuel has been saved with the use of more fuel efficient vehicles, right sizing the fleet and increasing the use of vehicle pools. Approximately 1,888 tonnes of e-waste has been recycled and diverted from landfills since 2007, and 93,326 batteries were recycled through the OPS Battery Program in 2013-14. The Ministry played a key role in the OPS achievement as one of Canada's greenest employers for 2013 by setting targets to enable greener business practices and by building a green workplace culture through employee outreach and engagement.

The ministry is committed to embedding environmental sustainability into the workplace culture. In an effort to engage and support employees across the OPS to take steps to go green, the Ministry launched the OPS Green Workplace Guide this year. The Guide is a resource for all employees, and offers tips and tools on how employees can green their workplace and includes topics such as: print avoidance, office supplies, transportation, kitchens and employee engagement. In addition, more than 7,300 employees have used the OPS Print and Travel Calculators, which allow staff to calculate the cost and environmental impact of printing and travelling.

ServiceOntario

ServiceOntario is the customer-centred gateway for government services in Ontario. It delivers more than 85 services across 10 lines of business. Individuals and businesses in Ontario can access these services in-person at its network of nearly 300 centres province-wide, online, by mail and over the telephone. Last year, ServiceOntario handled approximately 47 million transactions including: driver and vehicle licensing; health card services; hunting and fishing licensing; and requests for government publications. ServiceOntario offers money-back guarantees for on-time delivery of online requests. In 2013-14 ServiceOntario met its online service guarantees more than 99 per cent of the time.

In September 2013, ServiceOntario introduced online driver's licence renewal. The first of its kind in Canada, the service makes it easier for eligible Ontario drivers to renew their licence online, 24 hours a day, seven days a week. As of March 2014, more than 99,000 transactions were successfully completed at ServiceOntario.ca/DriversLicence. As an added feature, drivers who renew online are able to use their existing licence photos for an additional five-year renewal cycle. That means they only need to travel to a ServiceOntario centre to renew in-person every 10 years.

ServiceOntario is working with the Ministry of Community Safety and Correctional Services to improve service delivery for the private security industry in Ontario. In April 2013, ServiceOntario began offering online licensing applications and telephone customer service to security guards and private investigators in Ontario. Applicants can now apply for or renew a licence online, rather than by mail, making the process faster and more convenient. Applicants can also check the status of their applications online. As of March 2014, more than 60,000 customer service calls were received and more than 23,000 security guard and private investigator applications were processed. In 2014, ServiceOntario expanded the service and began offering online licensing for agencies that sell the services of security guards and private investigators in Ontario.

ServiceOntario strives to be at the forefront of service delivery, continually monitoring service levels and customer satisfaction. In 2013, 95 per cent of ServiceOntario centres achieved average wait times of less than 15 minutes, improving on the 93 per cent benchmark set in 2012. A 2013 in-person customer satisfaction survey found that 89 per cent of customers were satisfied with the service they received.

An important element of exceptional service is identifying and eliminating any potential obstacles that could negatively impact customer experience. At ServiceOntario centres, photo exemptions for health cards and driver's licences are available for individuals who have valid religious objections to having a photo taken.

Accommodations can also be made for individuals to have their photos taken in a private room. ServiceOntario complies with all accessibility legislation, including the Accessibility Standards for Customer Service and the Integrated Accessibility Standards Regulation. This includes: ensuring counter and online services are available in an alternate format upon request; introducing products with special accessibility features and continuing to monitor ServiceOntario centres across the province to identify and remove potential barriers.

ServiceOntario has put in place an active offer protocol at all of its centres. Customer service representatives actively offer assistance to customers who appear to have a disability or difficulty. This ensures people who appear to have a disability or difficulty are made aware of service alternatives to make their visits easier and more accessible.

In 2013, ServiceOntario completed the roll out of Ontario Photo Card services at all of its centres. The card gives a photo identification option to the 1.5 million people in Ontario who do not have a driver's licence. This includes people who have a disability that prevents them from driving and seniors and students who do not drive. The card features a clipped corner and raised lettering to help persons with visual disabilities distinguish it from other cards. By the end of 2013, more than 143,000 Ontario Photo Cards had been issued.

Through ServiceOntario, the government has undertaken a number of initiatives to promote and enhance organ and tissue donor registration in Ontario, including the launch of an online donor registration service in 2011. ServiceOntario continues to promote organ donation on its social media channels and posters and brochures about organ donation are displayed at in-person centres. In 2013, ServiceOntario increased its efforts to promote organ donation, with customer service representatives taking a more active role. When customers renew their health card, driver's licence or Ontario Photo Card they are advised of the organ donation program and asked if they would like to register. By the end of 2013, more than three million people in Ontario had registered as an organ donor in-person at a ServiceOntario centre or through the online donor registry.

ServiceOntario continues to convert red and white health cards to the more secure photo cards on an ongoing basis. Additionally, ServiceOntario is working closely with the Ministry of Health and Long-Term Care to step up efforts and eliminate all red and white health cards. This 2013 Ontario Budget initiative is expected to be completed by 2018.

ServiceOntario is a recognized public sector leader in service integration. The organization continues to collaborate with partners to leverage its core strengths. Its future focus is on advancing an integrated government-wide approach to support

RESULTS-BASED PLAN BRIEFING BOOK 2014-15

broader service transformation. This includes the provision of enterprise services to Ontario government ministries and municipalities to maximize value and deliver faster and more convenient services to the people of Ontario.

Ministry Interim Actual Expenditures (\$M) 2013-14

Operating *	2,128.5
Capital *	33.4
Staff Strength (As of March 31, 2014)	6,431

**includes statutory appropriations and consolidations*