

NEW

February 25, 2009

Directions

Staff asked to complete 2009 OPS Employee Survey

See page 2 for the MOHLTC Action Plan put in place to improve areas that staff identified as a priority in the 2007 survey.

‘Your say is important. In the 2007 OPS Survey you told us what you wanted. We acted on it.’ —Deputy Minister Sapsford

2009 OPS Employee Survey Starts This Week!

Help make the OPS the best place to work

Take the opportunity to say how you feel about working in the OPS. What’s working? What’s not? And what could be done to improve your level of job satisfaction and commitment to the organization and its goals.

The survey starts Feb. 23, 2009
and ends on March 27, 2009.

**The survey is anonymous and
completely confidential.**

Ipsos Reid, an independent opinion research firm, conducts the survey and provides results at the OPS-wide, ministry, divisional and branch levels — but only where there are at least 20 respondents. Your answers will help identify priority areas for improvement.

If you do not receive an e-mail invitation to participate or a paper survey by March 3, contact Ipsos Reid at 1-800-609-7790 or by e-mail at OPSsurvey@ipsos-research.com.

Play your role. Complete the survey.

Take the opportunity to participate in the 2009 Ontario Public Service (OPS) Employee Survey, being launched the week of Feb. 23.

“Your feedback is very important,” said Deputy Minister Ron Sapsford. “We want to continue to improve your job satisfaction and make the OPS an even better place for you to work. To do that we need to understand what keeps you engaged, and we need to identify ways to improve your work environment.”

Your voice makes a difference

In recent years, through MOHLTC’s structural and cultural transition to stewardship, the survey has been an important tool for employee feedback.

In the 2007 survey, ministry staff identified four priority areas for improvement:

- Leadership practices
- Opportunities for growth and advancement
- Organizational communication
- Learning and development opportunities.

A comprehensive action plan was developed that addressed these areas of concern. See the action plan chart on page 2 for an overview of the programs and initiatives that were put in place across the ministry, including new learning courses and Stewardship for Everyone sessions for all staff and the launch of the Administrative Professionals Learning Program.

“Tell us what’s working and what’s not,” Sapsford said “As we did with the results of the 2007 Survey, we are committed to act on the issues that you tell us are important. Your views can influence what we do and how we do it.”

Sapsford said that the survey is particularly valuable because it not only measures employee job satisfaction and commitment across the public service, it also provides ministry-specific results.

Although making improvements OPS-wide is important, paying attention to needs at every level of the organization is even more critical, said Sapsford. In-depth results at the divisional and branch levels will allow MOHLTC senior management to pinpoint areas they are doing well, areas that need improvement, and areas where they can tailor an action plan to address the issues that are important to employees.

In order to capture views at the branch or unit level, a minimum of 20 employees from each area must take the time to complete the survey.

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The survey will take place from Feb. 23 to March 27. It is being conducted by Ipsos Reid, an independent research firm, who will send each employee a link to an online survey, or in some instances a paper copy to complete. The 2009 survey will include new themes including service quality, ethics and values, work-life balance

and workplace environment. The survey generally takes 12-15 minutes to complete. Managers are expected to allow all employees to have time to complete the survey during working hours. If you do not receive an e-mail invitation to participate or a paper survey by February 26, please contact Ipsos Reid at 1-800-609-7790 or by e-mail at OPSsurvey@ipsos-research.com.

In order to regularly measure progress in how employee engagement increases over

time, OPS staff will continue to be surveyed every two years. Reports from the 2007 and 2006 OPS Employee Surveys can be found under Employee Engagement, in the Human Resources Branch’s [web section](#).

“Please look out for the survey. And take the time to tell us about your priority areas for improvement. It is a wonderful opportunity to help shape the direction of the ministry,” Sapsford said. ■

MOHLTC Accomplishments: 2007 OPS Employee Survey Action Plan



Priority Improvement Area 1: Leadership Practices	
Next Steps Action Plan	Accomplishments
Continue Stewardship in Action Leadership Development Program	Stewardship in Action Leadership Development Program includes conferences, learning modules and Action Learning Projects aimed at training managers to be better stewards and to work effectively in cross-functional teams. Managers will, in turn, train their staff in these stewardship principles. Delivered to senior managers to date: • Three 2-day modules • Two 1-day conferences • Twelve teams made up of managers and directors from across the ministry completed Action Learning Projects. Another four are currently in progress. Team members worked cross-functionally on real-time, challenging business issues. Business and learning results are reported back to the Deputy Minister and MMC.
Continue leadership coaching support for newly appointed SMGs	• All newly appointed senior managers have benefited from leadership coaching. All senior managers who were not matched to positions had access to career management coaching.
Establish leadership networks for exchange of stewardship strategies	• Stewardship Council created to provide a forum for senior managers to discuss stewardship priorities and opportunities for increased collaboration. • Change Network, comprised of a group of directors from all divisions, put in place. This group acts as a sounding board and focus group for new transition initiatives affecting staff.



Priority Improvement Area 2: Opportunities for Growth and Advancement	
Next Steps Action Plan	Accomplishments
Career management support for managers and staff	• An MOHLTC Job Opportunities web section, located on INFOweb, was created to post all job openings restricted to ministry applicants. • A redesigned Learning and Development section was launched on INFOweb making it easier to find and register for learning opportunities.
Take action on the Talent Management Assessments for SMGs and MCP Staff	• Based on the leader/manager competencies set out by the OPS, 461 SMGs and MCPs have talent assessments in place with learning and development strategies. The strategies have been incorporated into their performance and learning and development plans. To help these managers improve their leadership skills, all have attended the training session Manager as Coach for Performance and Development offered by the Centre for Leadership and Development and have received the Manager’s Introduction to HR resource materials.
Support and promote the formation of cross-functional teams	• Staff has access to more than 30 tools on the Learning and Development website to help them work together more effectively and reach their goals. Tools include team building exercises, project management resources and team assessment tools. • Team-building and coaching support were provided to the leads of the government priority project teams. A review is underway to assess the performance of these and other ministry cross-functional teams to determine what additional supports are required and what lessons are being learned.
Managers to provide developmental and promotional opportunities	• Administrative professional staff representatives from each division provided with an opportunity to participate in an advisory group called The Learning Connection. This group was formed to help develop content for learning opportunities for administrative staff. • Over 200 administrative staff participated in 1st Annual Conference for MOHLTC Administrative Professionals, held on Dec. 1, 2008.

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Priority Improvement Area 3: Learning and Development Opportunities	
Next Steps Action Plan	Accomplishments
Stewardship in Action: FYI Series for staff	• 21 FYI Series sessions were held for all staff to learn how stewardship principles are being applied in the ministry. The sessions are taped and posted for staff to view in the FYI Series section, under Learning and Development.
Provide managers with support as they implement stewardship principles and processes in their groups	• Change consultants provide direct support to managers in all divisions to help create the processes and relationships required to be effective in the ministry’s cross-functional structure. • All managers provided with the opportunity to attend stewardship training courses and many have participated in Action Learning Project teams.
Continue ongoing development of learning programs for staff	• Over 30 Stewardship for Everyone introductory sessions helped all staff acquire the knowledge and principles to work effectively in a stewardship organization. • More than 85 learning sessions were available to help staff develop the skills and competencies to carry out their roles and responsibilities. Courses include Project Management, Critical Thinking and Negotiating and Influencing Skills.

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Priority Improvement Area 4: Organizational Communication	
Next Steps Action Plan	Accomplishments
Ongoing publication of <i>NEW Directions</i>	• <i>NEW Directions</i>, the ministry’s transition newsletter, continues to be published bi-weekly or weekly as required to be newsworthy. Since August 2007, 58 issues were posted on INFOweb in the A New Direction section.
Continue Deputy Minister communications activities to staff explaining stewardship initiatives	• Deputy Minister Sapsford has held four tours since Summer 2007 to explain the ministry’s new stewardship role and to challenge staff to become better stewards in their everyday jobs. A videotape of each session along with a copy of the Deputy Minister’s presentation, are available on the Deputy Minister Tour Archive page in the A New Direction section.
Activities that continue to build awareness and understanding for staff about the ministry’s business and emerging role as steward of Ontario’s health care system	• Regular unit, branch and divisional meetings throughout the ministry established to enable information from senior levels to be shared with staff face-to-face. • Many ADMs held regular town hall meetings and/or created divisional newsletters or personalized updates to keep all divisional staff informed. • Staff and external partners can easily access divisional and branch information and people in MOHLTC through a new and improved MOHLTC corporate information web section on INFOweb. The section can be found under About the Ministry on the ministry’s external website or About MOHLTC on INFOweb. • The Exchange, on INFOweb, was launched to help teams and remote meetings connect so that ideas and documents can be created and shared, and provides a link to over 5,500 major healthcare journals. • The Directory of Networks (DoN) was created as a resource that lists current networks and teams, their mandates and members. Located on INFOweb, DoN helps staff find and connect with colleagues who are working on and/or knowledgeable in particular projects or subject areas.
Measure progress: 2nd Change Readiness Assessment and focus groups	The 2nd Change Readiness Assessment was conducted in 2008. The assessement consisted of an online survey to all ministry employees followed up by a series of targeted focus groups. Objectives of the assessment include: • An opportunity for employees to give suggestions on how the transition process can be improved • Measure the change in employee attitudes and behaviours since the beginning stages of the transition • Assess the effectiveness of the communications plan and pinpoint gaps in understanding stewardship concepts. The third survey will be launched in Spring 2009.
Launch audio and video on-demand web casts of stewardship/transition presentations for staff viewing	E-learning modules will provide instruction on Stewardship For Everyone concepts. Format to be introduced throughout 2009.