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2004

Civil Service
Commission
annual report



Executive Summary

The Ontario Government – A New Direction – Transformation Goals
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In October 2003, the newly elected Ontario government announced a comprehensive plan for reshaping and transforming government. The agenda included five priorities – success for students, healthier Ontarians, prosperity for people, strong communities and stronger democracy.

The transformation of the Ontario Public Service (OPS) toward a more efficient and effective organization – through the alignment and integration of services and programs – is central to achieving this goal and ensuring the consistent delivery of programs and services to the people of Ontario.

The government introduced results-based planning to ensure that the OPS delivers and achieves measurable results for priority services. This process clearly sets priorities and outlines measurable results, with related performance measures to consistently gauge the OPS's progress against both internal and external expectations.

Accordingly, the OPS initiated a series of horizontal reviews of key public services, engaged in an innovative consultation process, and planned to introduce a single, central organization accountable for all aspects of human resources (HR) management. This new organization will build on existing infrastructures to integrate all HR services across the OPS and offer consistent standards and services to develop a strong policy capacity, build an enterprise-wide leadership culture, and transform the delivery of HR services.

Bringing a single organizational focus to HR service delivery will enable the OPS to achieve its key outcome of “Dynamic and Innovative People Delivering Quality Public Service”. The result will be economically viable, efficient and effective service delivery to the citizens of Ontario.

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Introduction

The 2003-2004 Civil Service Commission Annual Report highlights the progress and challenges facing the Ontario Public Service (OPS) since embarking on a significant journey of transformation in fall 2003. The drivers of change are diverse, including a newly elected government, the structural deficit and the challenge to deliver seamless services across levels of government. As Tony Dean, Secretary of the Cabinet, has stated, the OPS must “make the case for government everyday” through measurable results.

The government established five priorities – success for students, healthier Ontarians, prosperity for people, strong communities, and stronger democracy. These priorities will drive all activity in the OPS over the next four years through budget decisions, consultation and collaboration, and will serve as catalysts for system changes.

A sixth category, “vital public interest,” incorporates the activities and functions that are assumed to be government business at all times. The realignment and recalibration of work and structures, therefore, will become a mobilizing force for the OPS.

The OPS is embarking on a significant step by embedding a results-based approach to implement the government’s agenda. The transformation process will continue to be guided by our core principles and values.

The announced appointment of a Deputy Minister and Associate Secretary of the Cabinet with responsibility for human resource (HR) strategy across the OPS illustrates the importance the government places on the work and people of the OPS. The human resource function is being transformed to enable the organization to focus on strategic policy and operational capacity, and to deliver a set of HR programs and initiatives that are integrated, process-smart and cost-effective. The transformation also positions the HR function to support the government and ministries in the implementation of results-based plans to achieve priorities and key results.

The environment of the OPS, and indeed that of all public services, has become increasingly more complex. Renewal and revitalization are top priorities designed to ensure a vibrant future. Renewal will focus on providing employees with the skills to respond to the changing role of government. Revitalization involves planning to ensure that there will always be a future generation of skilled employees.

Vision and Strategic Direction for Human Resources in the OPS

For the past several years, the OPS has been pursuing an ambitious restructuring and renewal agenda, working toward its vision of becoming a public service that is a world leader, focused on its core businesses and delivering high-quality services. At the same time, it is becoming more responsive, more integrated and accountable.

Achieving this vision is greatly dependent upon having a highly skilled workforce with the talent to anticipate and respond to emerging issues in an increasingly complex environment. Human resources must function as a strategic partner to create an enterprise that has the flexibility to balance business needs and corporate direction.

The government has clearly stated its commitment toward achieving its key priorities and has articulated multi-year results plans, performance targets, and horizontal review opportunities. Within the context of continuing fiscal pressures, increased demands for high-quality service, and heightened accountability and transparency, the OPS established a pivotal set of outcomes for renewal and revitalization that are clearly aligned with business goals, strategic direction and the government's priorities.

The Renewal and Revitalization Framework provides clarity across the organization, focusing corporate, ministry, cluster and occupational-group initiatives on the achievement of five key outcomes:

1. Capable and Innovative Workforce;
2. Dynamic Leadership;
3. Learning Organization;
4. Motivating and Flexible Work Environment; and
5. Pride in Quality Public Service.

The five outcomes work together to support the key public service renewal and revitalization outcome of having "Dynamic and Innovative People Delivering Quality Public Service".



Horizontal Alignment of the OPS Human Resources Function

"Achieving successful horizontal management has emerged as one of the central public administration challenges of the early 21st century. Its importance for both policy making and implementation, the breadth of its potential impact, and the leadership style that it requires (the use of influence rather than control) suggest the need to devote substantial analytical and learning resources to this area." -- Kenneth Kernaghan, The Future Role of a Professional, Non-Partisan Public Service in Ontario, July 2003.

Like many other employers in Ontario, the OPS is facing many challenges supporting business results, improving performance outcomes and supporting employee needs. The demographics of our workforce are changing, skill shortages are predicted, and the nature of business and ways of providing service are changing. As a result, the need to find innovative ways of delivering human resource services to the OPS is a critical factor that will influence actions over the next decade.

The first step toward meeting these challenges was to create a single organization accountable for all aspects of HR management, controllership and delivery. This new organization is building on existing infrastructures to integrate all HR services across the OPS, and will offer consistent HR standards and services to develop a strong policy capacity. This new organization is endeavoring to build an enterprise-wide leadership culture that will support the training, development and recruitment of highly skilled managers.

Transforming into a more integrated and strategic organization will strengthen support of the government and encourage excellent outcomes for Ontario's population. Secretary of the Cabinet Tony Dean explains: "By working together, we have a unique opportunity to support the government's agenda and improve the services that we offer the public. It will make us both stronger internally and more effective externally."

Environmental Scan

The government has committed to balancing the books and, at the same time, proceeding with its agenda of change. Three themes that have been consistently communicated are:

1. A focus on measurable results to demonstrate value;
2. Recognition of the importance of consultation to generate new and innovative ideas; and
3. Collaboration across the OPS, other levels of government, and with the public.

All work in the OPS is conducted within this environment. Three key initiatives illustrate the government's direction: results-based planning; the OPS Ideas Campaign; and a series of horizontal reviews of key public services.

Results-Based Planning

To advance the government's agenda while keeping public services affordable, and live within its means, the government developed a new Results-based Planning process with three main components:

1. Clearly setting priorities and measurable results over the medium-term;
2. Integrating those results into a planning and budgeting process that considers all government spending; and
3. Consistently monitoring and reporting on progress against expectations.

This approach to planning represents a significant shift from the conventional approach to business planning and fiscal management. Such an approach customarily included the annual renewal of base budgets, with "due diligence" focused primarily on new requests, an emphasis on inputs rather than results, and a lack of integration in the resulting plans.

However, with an estimated structural deficit of \$6.2 billion, and recognizing the need to focus on priorities and real, measurable results, the Results-based planning process will provide greater accountability for Ontarians, increased inter-governmental cooperation and collaboration, and a measure of progress by the results achieved with money spent, not by how much money is spent.

The importance of Results-based Planning to the government is evidenced by the establishment of a new Results Office. The function of this office is not to issue orders to line ministries, but rather to support ministries, enabling them to achieve results.

Horizontal Reviews of Key Public Services

"Governments of the future will continue to need a public service with the capacity and capability to face greater demands from the public. Governments must be mindful that the civil service plays a vital role in sustaining our democratic institutions, in fostering economic prosperity and social well being." -- Susan Waterfield, Panel on the Role of Government: Human Resource Management Research Paper, September 2003.

The OPS has initiated a series of horizontal reviews of key public services. The objectives of these reviews are to:

- Transform the delivery of programs/services;
- Reflect a focus on priorities, transparency, efficiency and fiscal responsibility;
- Protect the public interest and provide clarity and accountability;
- Provide services that are timely, simple and accessible; and
- Demonstrate greater collaboration across the Ontario government and with other levels of government.

Currently, nine reviews have been initiated under three themes:

1. Improving Collaboration Between Ontario and Other Levels of Government

- I. Ontario-Canada Collaboration – building more constructive, collaborative relationships; harmonizing policies, programs and services; and coordinating federal, provincial and municipal investments to maximize return.

2. Transforming Business Support Services

- II. Shared Service Review – creating further alignment between HR, finance and supply chain management services internal to the OPS; streamlining processes to increase efficiency and improve service delivery.
- III. Supply Chain Management in the Broader Public Sector (BPS) – improving procurement practices in the broader public sector for better costs, quality and service, and to eliminate duplication and inefficiencies.
- IV. Information Technology Review – consolidating common applications and infrastructure, enabling seamless delivery of services and information across government.

3. Transforming Public Facing Services

- V. Integrated Service Delivery – providing seamless, single-window, multi-channel and inter-jurisdictional access to municipal, provincial and federal government services.
- VI. Transforming Delivery of Government Regulatory Functions – integrating regulatory services across 13 ministries for higher-value inspections, investigations and enforcement; reducing barriers to information-sharing; providing service and access for clients; and collaborating with other jurisdictions.
- VII. Full-Cost Pricing Review of Government Services – reviewing fees to ensure they are directly related to the cost of providing the service (including direct and overhead program costs, corporate and enterprise costs, and risk costs associated with the service provided).

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- VIII. Agency Governance and Accountability – strengthening agency governance to ensure transparency and accountability.
 - IX. Central Agency Review – to better position central agencies to provide state-of-the-art, forward-looking support to help achieve the government's agenda. Identify opportunities for better alignment and harmonization of policies, standards, and guidelines; reduce duplication of effort; clarify accountabilities; and, ultimately, better support Results-based Planning and more efficient, sustainable public services.

These and any future horizontal reviews challenge the OPS to work from an enterprise perspective and identify opportunities for partnerships, collaboration and efficiencies.

The Ontario Public Sector Context

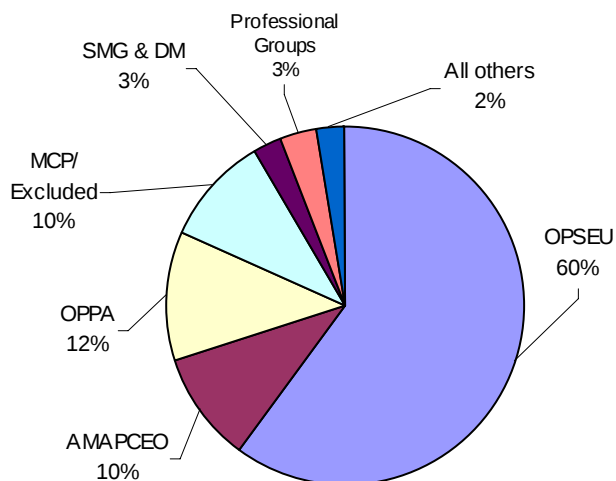
As of March 2004, there were 63,409 employees, measured as full-time equivalents, in the OPS (this number includes both permanent and contingent employees).

The average age of permanent OPS staff is 43 years, compared with the national average of 39 years. Within the next five years, 16 per cent of the OPS will be eligible to retire under current retirement rules.

The situation is more acute with respect to management staff, where the average age of the senior management cadre is 48.9 years, with front-line managers following closely at 46.4 years. Further, the feeder group for these positions is essentially the same age. The OPS shares this experience with other organizations, so that difficulties are expected in recruitment and retention in coming years.

Relatively few permanent employees, who make up approximately 80 per cent of the OPS, are under 30 years old – less than seven per cent. In contrast, the majority of contingent employees are under 30. This group is more mobile, and there are limitations in the ability to offer permanent employment in a fiscally constrained environment.

The OPS negotiates collective agreements with eight bargaining agents, which represent approximately 85 per cent of the OPS workforce. The largest bargaining agent is the Ontario Public Service Employees Union (OPSEU), representing 60 per cent of employees.



Employee Group (by Collective Agreement)

OPSEU: Ontario Public Service Employees Union

AMAPCEO: Association of Management, Administrative and Professional Crown Employees of Ontario

OPPA: Ontario Provincial Police Association (Uniform and Civilian)

MCP/Excluded: Management Compensation Plan/Excluded employees

SMG & DM: Senior Management Group and Deputy Ministers

Professional Groups:

- AOPDPS: Association of Ontario Physicians and Dentists in the Public Service
- ALOC: Association of Law Officers of the Crown
- OCAA: Ontario Crown Attorney's Association
- PEGO: Professional Engineers, Government of Ontario

The work undertaken by the public sector has significantly changed in character. A general shift is in progress – facilitated by the application of information technology – from transactions-based to knowledge-based activity. There has been a greater emphasis on the government acting as one entity, rather than as a collection of discrete ministries, and this has required more integrated work on policy, programs, service delivery and associated infrastructure. The connections are taking place not only across ministries, but also with other levels of government and the private sector. Effective risk management, within a modern controllership framework, has taken on greater importance.

Changes in role, structure and service delivery environment have also led to a corresponding shift in the competencies needed to deliver public services. Currently, the OPS is experiencing critical skills shortages in such areas as policy, communications, information technology, electronic service delivery, labour relations, business and financial planning, human resources, organizational development, audit and risk analysis, and project and contract management.

Capable and Innovative Workforce

Building a workforce in which employees make a difference – a culture with targeted recruitment, talent management and retention strategies to deliver on business outcomes – gets right at the “people side” of the workforce management strategy. The following initiatives highlight key OPS activities to secure our ability to build a capable and innovative workforce.

Recruitment Strategy

Given the government's fiscal situation, some immediate expenditure management measures were put in place, including a system of hiring controls in which only business critical positions focused on key government priorities were considered for recruitment.

From a long-term perspective, however, the OPS continues to advance workforce revitalization objectives to ensure that the right people will be available in the right number at the right time. Therefore, the OPS is in the process of developing a recruitment strategy that will modernize practices to:

- respond to demographic challenges;
- refine and streamline hiring practices;
- manage recruitment costs;
- ensure that the resources are deployed strategically;
- provide high-quality service to the public;
- enhance our competitive advantage; and
- remain attractive as a potential employer.

One aspect being explored is how to expand beyond current recruitment practices, include more creative forms of recruitment, and facilitate the internal deployment of staff.

Talent Management Framework

In a recent publication, the Conference Board of Canada identified the top eight strategic issues that will dominate HR leaders for the next two years¹. The first two issues state:

1. Building your leadership pipeline is a must.
2. Leadership must be dispersed throughout the organization.

Talent management is the ongoing process of systematically identifying, assessing and developing talent to ensure leadership capability for all key positions continues to be available and developed. Talent management:

- motivates and retains top leadership;
- aligns business goals and human capital needs;
- goes beyond traditional “succession planning”; and
- addresses the skills and competencies required for success.

¹ Conference Board of Canada (Aug. 2003) “Hot HR Issues for the Next Two Years”

A key priority for the OPS in 2004-2005 is the development of an integrated talent management strategy to replace the existing succession management program for senior managers that has been in place for several years and focuses on replacement planning.

The integrated talent management strategy will focus on the following three areas:

1. Performance – how the employee is performing in his/her current position.
2. Potential – whether the employee exhibits competencies of a position at a higher level or in a more complex role.
3. Readiness – the degree to which the individual is ready/prepared/willing to assume a new role, and the organization's capacity to accommodate his/her development.

The launch of an integrated talent management strategy is anticipated in the 2005-2006 fiscal year.

The OPS New Professionals Recruitment and Development Strategy

As part of modernizing our recruitment practices, the OPS will develop and begin implementing a New Professionals Recruitment and Development Strategy to expand, integrate and build on the success of the Ontario Internship Program, the Summer Experience Program, the Ontario-Quebec Exchange, the Ontario Government Summer Student Program, the Articling Program and the Summer Law Program. We must commit to tackle these initiatives as enterprise-wide priorities designed to market to and attract, develop, train and retain new professionals.

Given the province's fiscal climate, initiatives will be developed and implemented in partnership with ministry stakeholders and in consideration of results-based and operational plans. The strategy will encompass initiatives aimed at coordinating strategic HR recruitment and planning activities, and support programs that foster a culture of professional development, offer challenging opportunities, celebrate success and empower individuals to fully use their skills and ideas.

Our plan is to develop a multi-pronged approach to youth education and new professional engagement in the OPS. This strategy will be instrumental in ensuring that the Government of Ontario continues to be an employer of choice for the province's best and brightest. Recommendations regarding the development of new corporate programs and/or supports for managers and HR specialists will include: new hire assessments; the development of self-guided but manager-involved "Progression Plans;" the promotion of cooperative education/exchanges; and targeted niche marketing related to the employee brand.

Ontario Internship Program

The Ontario Internship Program is a revitalization initiative that recruits recent college and university graduates into corporate skill shortage areas. In 2004, the hiring target of interns was reduced to 75 from 150 in response to the fiscal issues facing the program. Nevertheless, the Ontario Internship Program continues to be enthusiastically supported by stakeholders, and remains a key means of attracting new professionals to public service. On average, 72 per cent of these interns choose to continue their careers in the OPS.

Dynamic Leadership

Results-oriented leaders with strong people skills who can shape business direction and ensure alignment with organizational objectives are critical to achieving the OPS vision. Through critical value-added processes, the OPS is ensuring an ongoing supply of leaders to advance public service. Leaders in the OPS are supported through a series of strategic initiatives that recognize and encourage employees' contributions to meet the government's agenda and the organization's strategic direction.

Leadership/Management Framework

By bringing coherence and alignment to managing and leading, the OPS will provide a single organizational focus to promoting excellence in the management ranks. The aim is to ensure that all levels of management excel at both managing and leading. The organization will provide a standard of management conduct, define a set of leader-manager competencies, and provide a map for the ongoing development of the management ranks of the OPS.

HR Plan for the OPS

Over the past several years, the OPS has focused on creating an HR planning process that complements the existing business planning process. In 1999, the HR Strategy for the Ontario Public Service introduced HR planning to the OPS. The strategy provided a foundation for responding to the government's change agenda and the challenges of renewing and revitalizing the OPS for the future.

In 2001, the OPS Renewal and Revitalization Framework (described in both the 2002 and 2003 Jurisdictional Reports) took the first steps in defining the critical links between strategic HR outcomes and OPS business outcomes.

Building on the Renewal and Revitalization Framework, the OPS is developing an HR Plan for the OPS that will provide an overarching framework for supporting HR strategies. With clearly defined outcomes and deliverables, well grounded in measurement, the plan will be designed to:

- strengthen integration with results-based planning;
- focus on strategies that drive organizational and individual performance;
- articulate accountabilities for delivery of the strategy; and
- provide real value to the achievement of short-term and long-term government priorities.

The HR Plan for the OPS seeks to shape HR initiatives in way that provides clear direction, is easily communicated to all levels of the organization and is reflective of the varied needs of a public service organization. As well, a results-based HR strategy is one that helps incorporate core behaviours within the organization that reflect the values and vision of the OPS.

Ministry HR Planning

At the ministry level, the OPS has invested significantly in HR planning activities as an important component of workforce management since 1999. In 2002, ministries developed two-year HR plans that focused on capacity development, leadership development, organizational challenges and attraction to the OPS.

In 2003, ministries reported on their results and achievements for the first year of the plan, indicating their HR initiatives and the extent to which they were linking human resources to their ministry's priorities. Ministries are currently in the process of reporting back on their results and achievements for the second year (2003-2004) of the plan.

HR Metrics

Private and public-sector organizations increasingly position HR as a strategic business partner by supporting senior executive decision making through the deployment of key HR metrics and analysis. The OPS has developed a quarterly HR metrics report for deputy ministers, tracking such key indicators as retention rates for high performers, profiles of new hires, learning and development statistics, and the organizational capacity impacts of absenteeism. This was launched in the fall of 2004.

The report provides data "at a glance" rather than through multiple reports. Thus, the information is current and keeps HR metrics "top of mind" for senior decision makers. Since the report is created at the corporate level, a consistent approach in methodology and data collection is used, enabling internal tracking and benchmarking for ministries, occupational groups and clusters.

Compensation Strategy

A total compensation strategy for the OPS is being developed to respond to the organization's needs at the executive, management, professional and bargaining-unit employee levels. Pension and benefits policy, classification and compensation functions will be merged.

This will allow the greatest opportunity to redefine the relationship between values, skills and competencies in determining appropriate compensation outcomes. The strategy will establish a framework for compensation decisions consistent with the vision and culture of the organization.

Benefit Modification

A key element of the total compensation package is the employee benefits plans for both active and retired OPS staff. The redesign of the OPS benefit plans will help attract and retain employees. The key challenge is to provide benefits plans that reflect the diverse needs of current and future employees, while curbing the growing cost associated with insured benefits. Current market indicators anticipate that health and dental benefit costs will continue to increase.

The OPS Pension Plans

The OPS has two main pension plans for its workforce: the Public Service Pension Plan (PSPP) and the OPSEU Pension Plan. There is also a separate pension plan in place for judges.

The government is the sole sponsor of the PSPP and has full authority to decide on governance, funding and design issues. The PSPP provides pension benefits for all employee groups not represented by OPSEU (excluding judges).

The OPSEU plan was established by provincial statute and officially began operating on Jan. 1, 1995. Prior to this date, the PSPP covered all employees in the OPS, including those represented by OPSEU.

In 2003, the OPSEU plan achieved an investment return of 17.3 per cent for the year. The PSPP achieved a 10.77 per cent return for the year. Further investment details can be found at: www.optrust.com (OPSEU Plan); www.opb.on.ca (PSPP).

Union / Management Relations

The OPS wishes to develop a more open and transparent relationship with its bargaining agents. Accordingly, as part of the 1999 Grievance Administration Project (GAP), the employer has implemented an Interim Directive on Confidential Disclosure in order to provide bargaining agents with advance notice about business decisions that materially affect the working conditions of employees. These conditions include reorganizations, transfers, corporate employment policy changes and corporate initiatives.

Another innovative aspect of GAP is joint union management training in dispute resolution, successfully piloted in the last fiscal year. The pilot involved the union and management members of the OPSEU Central Employee Relations Committee, as well as the members of some ministry employee relations committees.

Job Evaluation Systems

The development of new job evaluation systems for two bargaining units, AMAPCEO and the OPPA civilian employees, is underway.

Both projects are being carried out in collaboration with the bargaining agent, and are designed to build support and buy-in throughout the process by reaching consensus at each critical juncture. This includes, for example, the selection of the plan to be customized for the group, the finalization of the plan and evaluation of reference jobs.

The new system for the AMAPCEO group will cover about 6,500 employees primarily in policy and professional occupations. The parties have jointly selected a consultant and developed a prototype that is now being tested and customized using a sample of representative jobs. Preparatory research and analysis have been completed for the system for civilian employees in the OPPA, and the process of selecting a consultant is underway.

Learning Organization

In a learning organization, the right learning takes place in the right ways at the right time, ensuring the creation of skills and knowledge that contribute to the achievement of business, organizational, and individual goals. Fostering a culture in which people are actively engaged in their own learning is the foundation of organizational success. Over the past year, the OPS has been setting corporate learning priorities, building learning infrastructure and encouraging employees to learn proactively.

Learning Strategy

The development and delivery of a fully integrated learning strategy for all groups and employees in the OPS has been planned for 2004/2005. An integrated learning strategy will allow the OPS to partner with other public and private organizations, with the aim of reducing duplication, increasing the value of learning investment, and elevating the focus of learning in response to our succession planning challenges.

Harmonization of Training

To build on the new HR Plan for the OPS in 2004-2005, a harmonization of training initiative will get underway to:

- determine corporate priority learning areas;
- realign content across the OPS with corporate priorities;
- ensure high-quality curriculum design; and
- attain high-quality outcomes.

Harmonization of all training will allow the OPS to:

- reduce duplication;
- develop a governance structure for training across the OPS;
- increase the value of our learning investment;
- elevate the focus of learning in response to our talent management challenges; and
- partner more effectively with public and private organizations.

The scope of the harmonization review includes:

- all formal training at all staff levels;
- governance (roles, funding, service delivery);
- training defined as “classroom” and “e-learning”; and
- the full spectrum of training ranging from content to process.

Project Management Excellence Initiative

Project management is a powerful vehicle for transformational change. Many OPS projects involve working across ministry boundaries and with external partners – making project management an increasingly important focus in a more connected OPS. Since July 2002, a corporate Project Management Excellence Initiative (PMEI) has:

- provided corporate support in project management;
- improved the environment for project work by providing planning, learning and HR advice and assistance; and,
- strengthened networking and shared “right practices” among OPS project leaders and staff.

This initiative recognizes project management as a valued, unique set of skills with specific learning and human resource needs. The PMEI has spent the last two years building and fostering a project culture in the OPS by developing practical resources, offering advice and guidance, and cultivating knowledge sharing and learning.

Project management is being used in the OPS as one way of supporting both strategic change and the people who drive transformation through their project work. PMEI has built the foundation to support the OPS in thinking and acting horizontally across the OPS and with other jurisdictions to successfully deliver the OPS transformation agenda and results-based plans.

Specifically, it has:

- Developed the OPS Integrated Project Management Framework & Methodology. This step-by-step guide provides useful tools and templates, along with a reference manual, that integrates and explains project management and the people-related and organizational change elements that need to be considered when working on OPS projects;
- Customized and continues to coordinate the delivery of the OPS Project Management Course (part of a broader project management curriculum for the OPS) aimed at project leaders and staff. This course helps to create a cadre of project managers and teams who have the skills necessary to achieve successful project outcomes;
- Developed “OPS Connects” – a database of initiatives, key contacts and lessons learned in project management, knowledge management and innovation; and,
- Partnered with central agencies and corporate initiatives to identify and develop ways to overcome systemic barriers to project management in the OPS. This includes the improvement of human-resource policies and practices to better support and enable project management.

Motivating and Flexible Work Environment

Work environment quality is a reliable barometer of organizational effectiveness, which greatly depends on the extent to which employees are satisfied with the work they perform and their workplace environment. A motivating and flexible work environment builds a sense of community, provides work-life balance, and enables employees to bring their best to the work they perform.

Total Health Strategy Framework

The OPS is committed to promoting a healthy and safe work environment for all its employees. To this end, a comprehensive, multi-year framework is underway that will provide new direction and focus to improve organizational health and well being. The Total Health Strategy Framework will integrate current policies and programs, and set priorities for developing new policies and programs to fill gaps. The framework will promote consistent achievement and measurement of organizational outcomes in this area, while supporting and responding to the business needs of the organization.

Workplace Safety and Insurance Board (WSIB)/Disability Management Strategy

Over the past year, the OPS has reviewed its workers' compensation practices. Arising from this review, a focus will be on four major strategic initiatives for this coming year. First, a Service-wide Disability Management Strategy will be implemented to enhance current case management systems, facilitating the return-to-work of injured OPS employees.

The second strategy to support workers' compensation management is the introduction of a corporate technology platform. This platform will facilitate the local input of accident claim information, and will centralize claim management activities. It will also enable electronic invoicing and payment between the OPS and WSIB.

The third component of the WSIB/Disability Management Strategy is a renewed focus on management reports and financial processes to provide for timely and relevant cost and performance information. The fourth aspect focuses on development of proactive strategies for the prevention of incidents in the workplace.

The Disability Management Strategy is aggressive in both scope and timing, and will result in better return-to-work scenarios for the Ontario Public Service.

Workforce Discrimination and Harassment Prevention Policy (WDHP) – I & IT Focus

The WDHP policy (1998) and guidelines for managers and WDHP coordinators provide advice on how to uphold human rights in the workplace, and prevent discrimination and harassment on grounds prohibited by the Ontario Human Rights Code. The emphasis is on prevention, early intervention and alternate dispute resolution to quickly solve problems in a method most conducive to creating or restoring positive working relationships. All employees and managers must be educated about the WDHP policy and processes, and understand the effect of discrimination and harassment in the workplace.

Recently, as part of continuous improvements to the WDHP program, a major education campaign was launched in response to an increase in misuse of Information and Information Technology (I&IT) resources. The following actions were taken:

- A manager's guide on the investigation of misuse of I&IT resources was issued.
- Separate online education modules on I&IT security were made available to managers and employees.
- Advisory notices about appropriate use of I&IT resources, appearing at computer start-up, and requiring user acknowledgement, were revised.
- Pictures and caption messages were developed to highlight different types of inappropriate use of computer resources. Six messages were chosen by each ministry to appear at computer start-up, along with a fact sheet explaining the underlying issues.
- A "meeting-in-a-box" was developed centrally and introduced to ministries during briefings to senior management committees. The materials included an agenda, presentation slides with speaking notes, case studies, questions and answers, and a list of unacceptable uses of I&IT resources.

The WDHP program establishes a standard for conduct and makes it clear that the OPS strives to maintain a positive and healthy workplace environment for everyone.

Pride in Quality Public Service

How employees and citizens feel about and refer to public service is a critical indicator of organizational well being and effectiveness. The OPS is taking active steps to enhance its image as an organization that recognizes and engages its employees and provides superior service to the people of Ontario. Fostering a culture of innovation and creativity that enables employees to achieve results is central to the Pride in Quality Public Service outcome.

Innovation Fund and Recognition Fund

The OPS has developed two new enterprise-wide initiatives: the Innovation Fund; and the Recognition Fund. These funds build upon the government's key priorities by providing ongoing opportunities for new, creative ideas to come forward, and for a transformational culture of innovation and recognition to be experienced across the OPS. In the current fiscal year, and within the context of program review, the Innovation Fund will focus on supporting the implementation of innovative ideas emerging from the OPS Ideas Campaign (described in the following section).

The Innovation Fund is an internal venture capital fund that supports innovative ideas for transformational change, cost savings initiatives, and/or service quality improvements. The Recognition Fund supports new ways of promoting non-monetary, informal recognition to promote a high-performance environment.

A diverse group of "design partners," chosen from different ministries, functional areas, and levels of the OPS, participated in a series of design sessions to develop the programs. These sessions were facilitated by internationally recognized experts in Innovation and Recognition.

Over the past year, broad stakeholder consultation took place to gain insights and feedback on the program designs, and to seek champions for innovation and recognition. Participants included corporate executive groups, regional inter-ministerial groups, bargaining agents, and employee focus groups. Additionally, successful pilot training initiatives were conducted with over 200 senior and line managers in innovation and informal recognition management.

The Innovation Fund and Recognition Fund (to be launched fall 2004) will help to position the OPS as an innovative organization that recognizes and values its employees, and places a priority on employee engagement.

OPS Ideas Campaign

"Ontario is fortunate to have a hard-working public service that is second to none. Your new government is going to call upon public servants to share their ideas on how we all can best serve the public." -- Premier Dalton McGuinty, Throne Speech, November 2003.

The OPS Ideas Campaign was based on the conviction that the best ideas to improve the delivery of services and achieve the best results often come from the people who know and do the work. As a result, the government invited all OPS employees to provide suggestions and ideas about new and different ways to deliver public services.

On December 18, 2003, the Premier and the Secretary of the Cabinet launched the OPS Ideas Campaign, demonstrating their personal commitment to this initiative.

The OPS Ideas Campaign was designed, developed and launched in little more than three weeks and ran for six weeks from start to finish, ending on January 31, 2004. It exceeded all anticipated measures of success, and produced almost 12,000 submissions.

Some of the most frequently submitted ideas included:

- improving the marketing of government services;
- establishing centres in strategic geographic locations for client convenience;
- integrating databases between ministries, agencies, boards and commissions;
- developing a regional approach to succession planning;
- creating regional advisory councils on key government business interests or policy areas that can provide advice;
- building a system that will facilitate sharing of equipment, including vehicles and boats;
- establishing cross-jurisdictional partnerships.

A plan has been developed to respond to all suggestions and invest the time to provide feedback, tracking and implementation of these ideas. Though the immediate success of the OPS Ideas Campaign was measured by its level of participation, ongoing success will be monitored and measured by the number of implemented ideas and the impact on financial savings and conservation of resources.

The true test of success for the OPS Ideas Campaign will be an evaluation of how it has enhanced the collaborative culture within the OPS and improve service delivery to the public.

OPS Spirit

Launched in October 2001, OPS Spirit has developed into an OPS-wide volunteerism initiative. The objectives of OPS Spirit are: to build a strong sense of pride and community within the OPS; to increase the profile of the OPS across the province; and most importantly, to encourage and recognize OPS people who participate in volunteer activities.

Volunteer recognition is a large component of the OPS Spirit program. OPS Spirit currently recognizes OPS employees (who are actively volunteering) through ministry intranet sites, the monthly OPS publication *Topical*, and the corporate OPS Spirit website.

In 2003-2004, OPS staff raised \$57,000 through fundraising activities and volunteered their time on weekends to build a Habitat for Humanity home in Ottawa.

APPENDIX A: CIVIL SERVICE COMMISSION

OPS Values Statement

Members of the OPS are committed to upholding the highest level of service quality and public trust.

We are open and honest in our behaviour, creative and responsive to change, and committed to continuous self-improvement and integrity. We will demonstrate these values within the context of a professional and accountable public service.

We are fair, consistent and committed to effective relations with the general public, clients, customers, other staff within and across ministries, and with elected officials.

In our relationships with our partners and agents, we are clear about expectations and criteria for success.

Within the structures and processes of government, we will continue to exercise fiscal prudence; we value training and organizational learning; and we are committed to consistency and fairness in our treatment of colleagues and staff.

Under the terms of the Public Service Act and through an oath of allegiance and secrecy, public servants in Ontario are responsible to the public through the elected government and Ministers of the Crown.

Civil Service Commission Mandate

Management Board of Cabinet (MBC) has overall responsibility for managing the financial, human and physical resources of the Ontario Public Service.

The Civil Service Commission (CSC) administers the *Public Service Act*, and reports to the Chair of MBC. The Public Service Act, the legislation covering employment in the OPS, defines the composition and establishes the statutory authority of the Commission as an independent authority and non-partisan body to oversee matters affecting employment and human resources management within the Ontario Public Service. The CSC and MBC ensure that appropriate administrative policies are in place to manage human resources.

The Commission is responsible for ensuring the application of the merit principle within the public service, particularly in the senior management ranks.

Civil Service Commission Responsibilities and Authority

Since the delegation of its human resource management functions to the Management Board Secretariat (MBS), the CSC continues to operate as a tribunal. The tribunal carries out the drafting of regulations and has adjudicative powers which, in law, cannot be delegated. More specifically, the responsibilities of the Commission are to:

- recommend regulations relating to a wide range of human resource management issues affecting salaries, classifications, recruitment, benefits and hours of work, subject to the approval of the Lieutenant Governor in Council;
- approve appointments, overage appointments, and assignments;
- considering a wide variety of staffing and recruitment actions, including salaries for individuals and appointments at the SMG3 level. (Note: authority for recruitment below the SMG3 level has been delegated to ministries.)

Some of the administrative matters, which regularly appear on the Commission's agendas, include recommendation of regulations regarding the establishment of classifications and compensation for non-bargaining-unit staff, approval of senior appointments and contracts, and waivers of competition.

The Commission also acts as the Board of Trustees to the Ontario Government Employees' Charity Trust.

The CSC carries out its mandate in cooperation with MBS and the Executive Development Committee (EDC). MBS provides policy advice and administrative support to Management Board of Cabinet. MBS also supports the government as an employer. For example, it establishes policies for managing the government's human resources, based on the regulations administered by the CSC.

Civil Service Commission Membership 2003-2004

Chair, CSC	Kathryn A. Bouey Chair, Civil Service Commission 12th Floor, Ferguson Block 77 Wellesley Street West Toronto, Ontario M7A 1N3
Vice-Chair, CSC	Ross Peebles Deputy Minister and Associate Secretary of Cabinet, Centre for Leadership Room 5320, 5th Floor, Whitney Block 99 Wellesley Street West Toronto, Ontario M7A 1A1
Secretary to the Commission	Morag McLean Director, Executive Services, Centre for Leadership Room 5320, Whitney Block 99 Wellesley Street West Toronto, Ontario M7A 1N3
Commissioners	William Allen Deputy Minister, Ministry of Citizenship Deputy Minister Responsible for Seniors, Women's Issues 6th Floor 400 University Avenue Toronto, Ontario M7A 2R9 John Burke Deputy Minister, Ministry of Natural Resources Room 6643 6th Floor, Whitney Block 99 Wellesley Street West Toronto, Ontario M7A 1W3 Tony Dean Secretary of the Cabinet Room 6420, 6th Floor, Whitney Block 99 Wellesley Street West Toronto, Ontario M7A 1A1 David Guscott Deputy Minister, Ministry of Transportation 3rd Floor 77 Wellesley Street West Toronto, Ontario M7A 1Z8 Robert Christie Deputy Minister, Ministry of Finance 7th Floor, Frost Building South 7 Queen's Park Crescent Toronto, Ontario M7A 1Y7 Carol Layton Deputy Minister, Ministry of Citizenship and Immigration Deputy Minister Responsible for Seniors and Women's Issues 6th Floor, 400 University Avenue Toronto, Ontario M7A 2E1

APPENDIX B: ONTARIO PUBLIC SERVICE STATISTICS 2003-2004

Ontario Public Service Total Staff Strength (2003 - 2004)
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Classified	51,895
Unclassified	10,388
Crown	1,126

TOTAL	63,409
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Ontario Public Service Total Staff Strength (2003 - 2004)
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		Classified	Unclassified	Crown	TOTAL
2003	April	51,299	11,699	1,143	64,141
	May	51,541	14,691	1,142	67,374
	June	51,355	16,176	1,138	68,669
	July	51,464	18,344	1,075	70,883
	August	51,552	17,340	1,054	69,946
	September	51,199	13,200	1,108	65,507
	October	51,243	12,113	1,117	64,473
	November	51,469	11,210	1,123	63,802
	December	51,571	10,778	1,125	63,474
2004	January	51,679	10,435	1,122	63,236
	February	51,732	10,699	1,124	63,555
	March	51,895	10,388	1,126	63,409

OPS Staff Strength, Classified Service, includes Ontario Provincial Police and Security Guards. For the Unclassified Service, Minister's Staff are also included. Provincial Auditor, Ombudsman, Legislative Assembly, Chief Election Officer, Ontario Lottery Corporation and Workers' Compensation Appeals Tribunal staff are excluded from OPS Staff Strength.

Annual Reports prior to the fiscal year 1991-92 contained head counts of OPS employees. A part-time employee was reported as one employee regardless of hours worked. Since the 1991-92 report, hours worked by part-time employees have been converted to full-time equivalents and reported as such. Head counts are used to count full-time employees.

Employees receiving Long Term Income Protection are excluded from the Staff Strength statistics but are included in all the other tables in this report. The number of employees on Long Term Income Protection as of March 26, 2004 was 2,299. Unclassified staff consists of full-time and part-time OPS unclassified service and Minister's staff.

Classified Service by Geographic Location: Summary (2003 - 2004)

Eastern Ontario Planning Region	5,928
Central Ontario Planning Region	35,421
Southwestern Ontario Planning Region	5,133
Northeastern Ontario Planning Region	5,132
Northwestern Ontario Planning Region	2,520
Location Information Unavailable	59

TOTAL	54,194*
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*This number includes 2,299 employees receiving Long Term Income Protection.

Classified Service by Geographic Location (2003 - 2004)
--

Eastern Ontario Planning Region

Frontenac	1,724
Hastings	335
Lanark	892
Leeds & Grenville	450
Lennox & Addington	247
Ottawa-Carleton	1,432
Prescott & Russell	184
Prince Edward	107
Renfrew	291
Stormont Dundas Glengarry	266

Subtotal	5,928
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Central Ontario Planning Region

Brant	257
Dufferin	67
Durham	3,008
Haldimand-Norfolk	401
Haliburton	70
Halton	964
Hamilton-Wentworth	1,357
Muskoka	274
Niagara	1,039
Northumberland	288
Peel	1,472
Peterborough	1,008
Simcoe	3,564
Toronto	19,172

Victoria	513
Waterloo	399
Wellington	928
York	640
Subtotal	35,421

Southwestern Ontario Planning Region

Bruce	158
Elgin	259
Essex	627
Grey	278
Huron	255
Kent	670
Lambton	293
Middlesex	2,284
Oxford	138
Perth	172
Subtotal	5,134

Northeastern Ontario Planning Region

Algoma	1,001
Cochrane	690
Manitoulin	63
Nipissing	1,697
Parry Sound	162
Sudbury	1,314
Timiskaming	205
Subtotal	5,132

Northwestern Ontario Planning Region

Kenora	744
Rainy River	169
Thunder Bay	1,607
Subtotal	2,520

Location Information Unavailable	59
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TOTAL	54,194
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Classified Service By Ministry (2003 - 2004)

Agriculture and Food	766
Attorney General	4,671
Cabinet Office	149
Citizenship and Immigration	421
Community and Social Services	5,601
Community Safety and Correctional Services - Community Safety	7,906
Community Safety and Correctional Services - Correctional Services	6,698
Consumer and Business Services	1,090
Culture	145
. Ontario Science Centre	223
Economic Development and Trade	384
. Ontario Development Corporation	4
Education	838
Energy	171
Environment	1,737
. Ontario Clean Water Agency	603
Finance	3,325
. Financial Services Commission	373
. Ontario Financing Authority	140
. Ontario Municipal Economic Infrastructure Financing Authority	11
Francophone Affairs	14
Health and Long-Term Care	6,253
Intergovernmental Affairs	29
Labour	1,277
Lieutenant Governor	2
Management Board of Cabinet	2,158
Municipal Affairs and Housing	850
Native Affairs Secretariat	52
Natural Resources	2,954
Northern Development and Mines	430
Office of the Premier	4
Ontario SuperBuild Corporation	54
Tourism and Recreation	167
. Ontario Place	42
. St. Lawrence Parks Commission	45
. Ontario Tourism Marketing Partnership Corporation	35
Training, Colleges and Universities	578
Transportation	3,994

TOTAL	54,194
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OPP Uniformed Staff are reported in the figures for Community Safety and Correctional Services. They consist of 5,237 as of March 26, 2004.

Niagara Escarpment Commission is included in Environment.

Not all agencies and commissions are listed separately. Those unlisted are included in the associated ministries.

Classified Service by Age Intervals (2003 - 2004)
--

Under 25	416
25 - 34	7,845
35 - 44	18,362
45 - 54	20,288
55 - 64	7,235
65 and over	48
TOTAL	54,194

Classified Service by Staff Type (2003 – 2004)

Regular	48,902
Probationary	5,284
Overage	8
TOTAL	54,194

Classified Service By Gender (2003 - 2004)

Males	25,038
Females	29,156
TOTAL	54,194

Classified Service By Salary Intervals (2003 - 2004)

Salary	Total
Under \$30,000	535
\$30,000 - \$39,999	8,454
\$40,000 - \$49,999	10,604
\$50,000 - \$59,999	12,026
\$60,000 - \$69,999	11,445
\$70,000 - \$79,999	5,799
\$80,000 - \$89,999	2,453
\$90,000 - \$99,999	823
\$100,000 and over	2,055
TOTAL	54,194

Appointments to the Classified Service Full and Part Time Staff (2003 - 2004)
--

April 2003	229
May	130
June	117
July	137
August	116
September	104
October	70
November	66
December	54
January 2004	124
February	51
March	127
TOTAL	1,325

Appointments to the Classified Service By Salary Intervals (2003 - 2004)

Under \$30,000	19
\$30,000 - \$39,999	241
\$40,000 - \$49,999	353
\$50,000 - \$59,999	390
\$60,000 - \$69,999	152
\$70,000 - \$79,999	87
\$80,000 - \$89,999	36
\$90,000 - \$99,999	30
\$100,000 and over	17
TOTAL	1,325

Appointments to the Classified Service By Age (2003 - 2004)
--

Under 25	78
25-34	508
35-44	406
45-54	258
55-64	75
65 and Over	0
TOTAL	1,325

Appointments to the Classified Service By Gender (2003 - 2004)

	Males	Females	Total
New Hires	642	683	1,325

Exits from the Classified Service By Salary Intervals (2003 - 2004)
--

Salary	Total
Under \$30,000	47
\$30,000 - \$39,999	665
\$40,000 - \$49,999	865
\$50,000 - \$59,999	517
\$60,000 - \$69,999	444
\$70,000 - \$79,999	208
\$80,000 - \$89,999	81
\$90,000 - \$99,999	28
\$100,000 and over	66
TOTAL	2,921

Exits from the Classified Service By Age (2003 - 2004)

Under 25	20
25 - 34	390
35 - 44	688
45 - 54	965
55 - 64	647
65 and over	211
TOTAL	2,921

Exits from the Classified Service By Years of Classified Service (2003 - 2004)

Years of Classified Service	Exits
Less than 1 year	102
Less than 2 years	96
Less than 3 years	222
Less than 4 years	194
Less than 5 years	108
Less than 6 years	86
Less than 7 years	42
Less than 8 years	38
Less than 9 years	53
Less than 10 years	46
Less than 15 years	428
Less than 20 years	456
Less than 25 years	340
Less than 30 years	426
Less than 35 years	239
35 years or more	45
TOTAL	2,921

Exits from the Classified Service By Reason and Gender (2003 - 2004)

	Males	Females	TOTAL
Retirement	563	486	1,049
Dismissal	21	10	31
Release	31	39	70
Resignation	652	1,025	1,677
Death	57	37	94
TOTAL	1,324	1,597	2,921

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