



Ontario's 2009-10 Public Service Commission Report



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Message from the Chair of the Public Service Commission



I AM PLEASED to present Ontario's 2010 Public Service Commission Report.

Delivering the government's priorities and being a high performance public service is dependent on our ability to attract and retain diverse talent, to build capacity, and to engage employees. The Ontario Public Service (OPS) is implementing strategies to meet these priorities and to be an employer of first choice.

To ensure the OPS has the right people, in the right place, at the right time to achieve government priorities, we are delivering human resource strategies; supporting managers in recruiting, engaging and developing their staff; developing and sustaining strong working relationships with bargaining agent partners; and working with managers to create a diverse, inclusive working environment for all staff.

Over the past year, the OPS has seen a number of achievements that better position us to be an employer of first choice. Just a few highlights include:

- Completion of the 2009 OPS Employee Survey
- Release of the 2008 – 2011 OPS HR Plan Progress Report
- Launch of the OPS Wellness Strategy
- Comprehensive review of the Workplace Discrimination and Harassment and Equal Opportunity policies
- Launch of a number of new learning programs, including the Management Foundations Program
- Launch of the OPS Ambassadors Program.

The OPS is gaining external recognition as a great place to work, with its selection as one of Canada's Top Diversity Employers in 2008, 2009 and 2010, and as one of Canada's Top 100 Employers, one of the Top 90 Employers in the Greater Toronto Area, and one of Canada's Greenest Employers for 2010.

We are proud of the significant progress we have made, and I am confident that we will continue to achieve our goals of a modern public service and an employer of first choice.

Angela Coke
Chair of the Public Service Commission of Ontario



Executive Summary

STATISTICS INDICATE THAT Ontario's workforce is aging while the provincial birthrate continues to decline. This trend will lead to an increasingly competitive marketplace that is challenged by a shortage of talented, skilled individuals. The OPS is committed to attracting and retaining top notch talent so that we can continue to provide quality services to the citizens of Ontario.

The OPS has had a great year, winning four best employer awards to support its goal of being an employer of first choice: one of Canada's Top Diversity Employers, one of Canada's Top 100 Employers, one of the TOP 90 Employers in the Greater Toronto Area, and one of Canada's Greenest Employers for 2010. An employer of first choice is an employer who achieves service excellence, innovation, and high performance. An employer of first choice is an employer who offers interesting challenges and opportunities for learning, career growth and advancement. It is an employer who has highly engaged employees with a strong sense of community and pride in the work they do. Employees are the foundation of this vision.

We have been reviewing the human resource management policy framework to confirm we have the right governance model to deliver high-quality, cost-effective public service. To help bolster employee engagement and respond to legislative reform, we have revised policy direction in discrimination and harassment and introduced new policy addressing workplace violence. To modernize workforce management practices, we are reviewing policies governing attendance, employment, benefits and pensions. To strengthen the prudent use of taxpayer dollars, we have updated policy direction governing oversight of government agencies, and improved accountability mechanisms.

The OPS is faced with increasing fiscal constraints to help ensure that the organization is as efficient as possible, while we strive to maintain and improve upon our high level of service excellence. As more and more employees consider retirement and the economic environment limits opportunities to recruit new employees, we must ensure that our recruitment and selection policies and procedures deliver results. Our continued focus on key initiatives supports our long-term objectives of being an employer of first choice. Regardless of the economic climate, top talent always seeks out the best employers. The OPS continues to focus on:

- Recruitment Modernization
- Youth and New Professionals Programs
- Performance Management
- Talent Management
- Employee Health, Safety and Wellness

Approximately 83 per cent of the OPS workforce is represented by bargaining agents, and we are committed to building strong relationships with our bargaining agent partners.

We have successfully negotiated collective agreements with all eight bargaining agents. Over the past year, we have focused on maintaining an effective, solution-oriented relationship with all bargaining agents to facilitate positive outcomes and support for modernization activities.

It's been a year since more than 41,600 OPS employees completed the 2009 OPS Employee Survey, and a lot has happened to address the most important priorities for improvement as identified by staff.

All ministries have been busy addressing survey results. An enhanced online reporting tool has allowed HROntario and all ministries to examine specific groups, organizational units and issues at a more granular level. It has assisted us in creating action plans and initiatives that are better targeted and more effective.

In addition, the enhanced demographic data collected via the 2009 employee survey have provided useful information and insights to inform the OPS Diversity Strategy and to develop new metrics.

The next employee survey is planned for February – March 2011. Preparations are well underway and we are working on several improvements including:

- enhancements to the online reporting tool for more reporting flexibility and better in-depth analysis
- use of text analytics software to improve analysis and reporting of staff comments
- refined survey questionnaire to better capture issues related to diversity
- improved accessibility options.





Introduction

THIS PAST YEAR has been an active one in public service management. Ontario continues to focus on positioning itself in the market as a leading employer to sustain ongoing capacity to deliver quality public services. Like other jurisdictions, we face labour competition from other sectors, looming exodus of retirees, fiscal constraints, changing demographic makeup of the workforce, and increased scrutiny to demonstrate value for money.

The 2010 Public Service Commission Report summarizes Ontario's accomplishments in:

- responding to labour market challenges
- enhancing Ontario's position as a first-choice employer
- reinforcing governance and accountability
- building best-in-class HR management practices
- fostering a positive labour relations environment
- strengthening employee engagement.



Public Service Commission and HROntario

THE PUBLIC SERVICE COMMISSION (PSC) provides enterprise-wide direction for the effective management of human resources in Ontario's public service. More specifically, the PSC is responsible for:

- defining PSC and HR governance models
- issuing directives and policies for the effective management of human resources
- ensuring that the employment of public servants is based on non-partisan practices
- considering various employment actions, including appointments at the assistant deputy minister level and dismissals without cause.

The PSC is supported by HROntario. HROntario's mission is to ensure that the OPS has the right people, in the right place, at the right time, to achieve government priorities and ministry business results by:

- developing and delivering modern, enterprise human resource strategies, policies, programs and services that support the OPS as an employer of choice
- establishing corporate management policies to ensure an accountable, professional public service
- promoting organizational and service excellence.

HROntario comprises five divisions:

- Centre for Leadership and Learning
- HR Management and Corporate Policy Division
- Employee Relations Division
- HR Service Delivery Division
- Modernization Division.

The Centre for Leadership and Learning is responsible for fostering a leadership/management culture; leading the OPS talent management program; providing executive recruitment services; providing an enterprise approach for attracting and retaining youth and new professionals; providing enterprise learning and development programs; and administering an open and transparent public appointments process.

The HR Management and Corporate Policy Division is responsible for developing and implementing enterprise-wide policies and strategies that support the role of the OPS as an employer, and includes broad areas related to staffing, health and safety, wellness, performance management, governance, employment accommodation, equal opportunity, and workplace discrimination and harassment. It is also responsible for corporate compensation strategy and programs; development of policy, directives and legislation on corporate governance matters; providing controllership advice to Treasury Board/Management Board of Cabinet on agency-related matters; and strategic HR planning and enterprise workforce planning and classification.



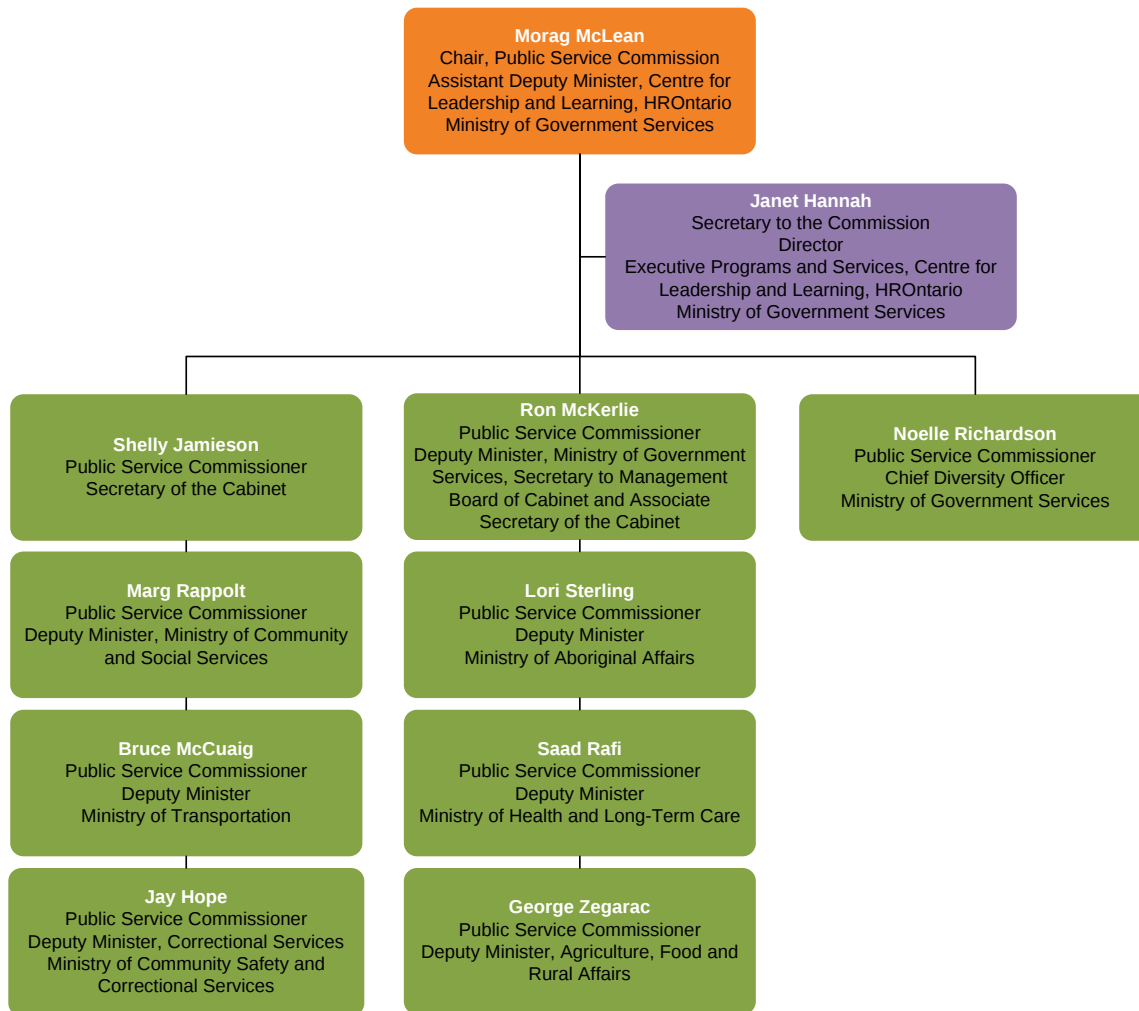
Employee Relations Division is responsible for enterprise-wide labour relations; health, safety and wellness programs; and security services including promoting and fostering positive labour relations and collaborative relationships across the OPS; establishing a focused “one employer” approach and facilitating compliance with legislation, collective agreements and policies; and developing, delivering, and monitoring programs and services to achieve progress towards organizational goals.

The HR Service Delivery Division is responsible for the delivery of regional recruitment services, day-to-day HR advisory and operational services, and strategic HR business advice.

The Modernization Division is responsible for increasing OPS capacity to create, implement and sustain transformational change by providing management frameworks, methodologies, tools, learning and consulting services. It also manages corporate programs (ideas and innovation, employee engagement, service excellence); and leads and supports research and transformation projects that advance OPS modernization.

Although not part of HROntario, the OPS Diversity Office is a close ally and responsible for transforming the OPS into a global leader that is inclusive, diverse, equitable, and accessible at all levels. It ensures consistency across the enterprise by developing plans and guides, such as: the OPS diversity vision, goals and three-year strategic plan; an accessibility multi-year plan to guide the province in its compliance with the *Accessibility for Ontarians with Disabilities Act* (AODA); guidelines for the creation of OPS employee networks; a diversity lens and gap analysis tools, and an OPS Diversity Scorecard.

PSC Members Chart



HROntario Organizational Structure Ministry of Government Services



OPS as Employer of First Choice

Employment Branding

Employees have an opportunity to make a real difference each and every day by contributing to society in a meaningful way and affect the quality of life of Ontarians. The OPS continues to differentiate itself from other employers so that we can attract and retain talented individuals that reflect the diversity of the population we serve. The OPS offers a wide range of careers, learning and development opportunities, along with competitive compensation and great benefits including comprehensive pension benefits.

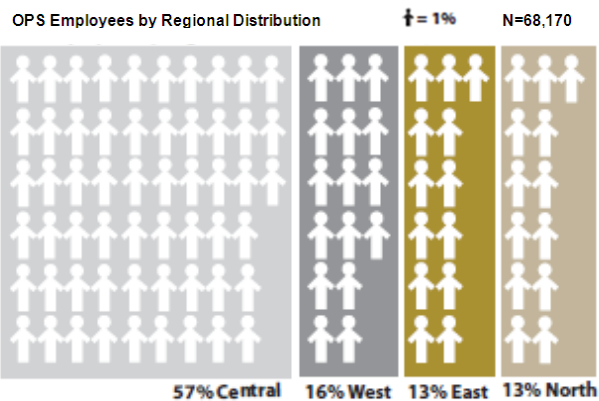
In addition, in 2010 the OPS has landed on no fewer than four best employer spots. As selected by Mediacorp, the OPS is one of Canada's Top 100 Employers, one of the GTA's Top 90 Employers, one of Canada's Best Diversity Employers, and one of Canada's Greenest Employers for 2010. While this recognition is key for the OPS to be identified as an employer of choice for potential job candidates, it is also a major contributor to current employees recommending the OPS as a great place to work. In 2009, 67 per cent of employees who responded to the OPS Employee Survey recommended the OPS as a great place to work, compared to only 56 per cent in 2007.



Our OPS Workforce

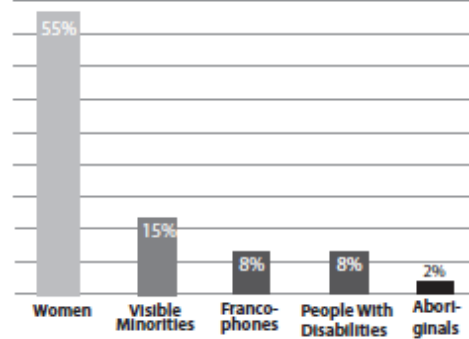
What Does the Ontario Workforce Look Like?

68,645	The size of the OPS is capped at 68,645 full-time equivalent employees and will be reduced by 5% (3,400 FTEs) by March 31, 2012 through attrition and other measures.
83%	83 percent of OPS employees belong to a union/bargaining group.
46 Years	The average regular employee is 46 years of age and has 14 years of service with the OPS.
86%	Regular employees make up 86% of the OPS workforce, while 14% are fixed term employees.



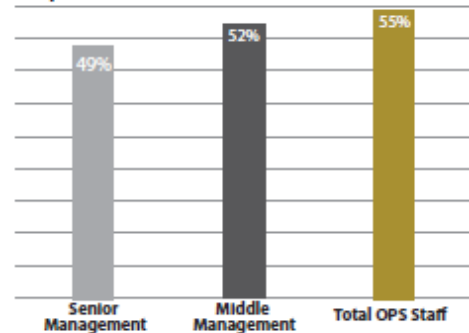
The regional distribution of our workforce is similar to that of the Ontario population with the majority of OPS employees (57%) in the Central Region.

Diversity of the OPS Workforce

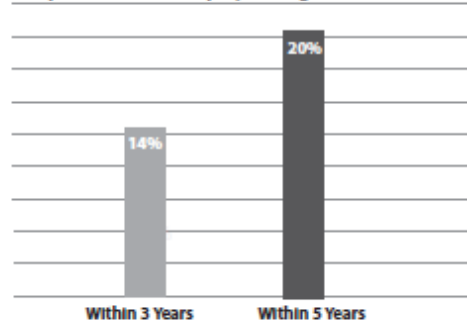


Note: All diversity data except that for women comes from 2009 Employee Survey and therefore dependent on self-identification.

Proportion of the OPS Workforce that are Women



Proportion of OPS Employees Eligible to Retire



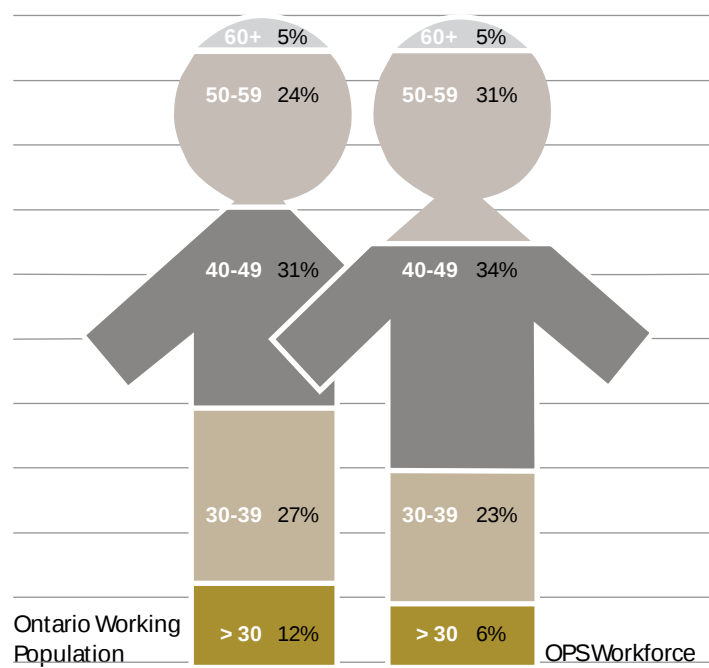
Labour Market Challenges

Age and Retirement

On December 2, 2008, the government announced new measures to show restraint in the face of economic uncertainty. The size of the OPS was frozen at 68,645 full-time equivalents (FTEs). As part of the budget tabled on March 26, 2009, the government also announced a five per cent reduction in the size of the OPS over the next three years. This target will be met through attrition and other measures. In the first year of this three-year plan, the OPS is on track to meet the five per cent reduction. During the 2010/11 results-based planning process, ministries have identified FTE reductions totaling more than 50 per cent of the expected target.

In comparison to the overall working population of Ontario, there continues to be proportionately more workers aged 40 plus in the OPS workforce and fewer employees in the under-30 age category.

Age Profile of the OPS Workforce and Ontario Working Population



Of regular employees aged 55 years or older, most are already qualified or are close to qualifying for one of the various retirement factors. It is estimated that 29 per cent of senior managers and 26 per cent of middle managers will be eligible to retire within the next five years. It is important to note that not all employees leave the OPS immediately upon becoming eligible for retirement. The average retirement age has gradually increased over the last few years, from 57.7 years in 2004/05 to 59.3 years in 2009/10.



Those Employees with an Earliest Retirement Eligibility Date During FY 2006/07 and FY 2007/08 Who¹:

Retired	FY 2006/07	FY 2007/08
Within 6 Months	33%	33%
Within 2 Years	51%	53%
Within 3 Years	59%	N/A

1. Data in the above table is cumulative (e.g., retired within two years includes retired within six months).

Workforce Diversity



Inclusive • Diverse • Equitable • Accessible

The OPS recognizes that by fostering an inclusive organization we will be better able to recruit the best talent from a diverse population, respond to the needs of diverse communities, improve our services and service delivery, and increase employee engagement.

In 2008, the government established the OPS Diversity Office and appointed its first Chief Diversity Officer. A three-year OPS Diversity Strategic Plan was developed to steer the organization toward its vision of a diverse and inclusive organization that delivers excellent public service and supports all employees to achieve their full potential.

The strategic goals are clear and will help realize that vision. They are:

- embed diversity objectives and outcomes in OPS policies, programs, and services
- build a healthy workplace free from harassment and discrimination
- reflect the public we serve at all levels of the OPS workforce
- respond to the needs of a diverse population.

Year-one of the strategy was motivated by the concept of driving change from a solid foundation and four key strategies were established:

- Informed, Committed and Competent Leadership
- Behavioural and Cultural Transformation
- Mainstreaming and Integrating Diversity
- Measurement, Evaluation and Reporting.

Over the past year, we have begun to see the benefit of the efforts that are helping us to drive change and realize our vision. Some highlights and innovations include:

Supported assistant deputy minister-level executive champions and all ministries in developing customized ministry-wide diversity and accessibility plans.
Promoted and assisted ministries in developing and implementing diversity mentorship programs, starting with mandatory participation for all deputy ministers, and now focusing on expanding the program further to other senior executive levels and unionized employees.
Approximately 48,000 employees received accessibility training to increase awareness of barriers and improve customer service for customers with disabilities, and over 5,700 employees received training on diversity focusing on how differences matter.
Refreshed our multi-year accessibility plan (MAP) to highlight enterprise-wide initiatives that are planned or underway to support the achievement of compliance with the AODA and demonstrate OPS leadership and commitment to the transformational journey to become an inclusive, diverse, equitable, and accessible organization.
Achieved full compliance with the Accessibility Standard for Customer Service regulation of the AODA in advance of the January 1, 2010 deadline. The OPS was the first of approximately 1,000 obligated broader public sector organizations to report compliance.
Completed a six-month multi-ministry pilot of the OPS I.D.E.A. (inclusion, diversity, equity, and accessibility) lens, a research and analytical tool that will help employees to develop responsive policies, programs and services, and recognize potential and existing barriers to inclusion for Ontarians in their work.
Developed an inclusion index, based on employee survey results from over 46,000 respondents, that provides a proxy measure of employees' perceptions of how inclusive the OPS is.
Piloted a quiet room as a place for employees to reflect, pray or meditate. Building on the success of the first one, two ministries established their own quiet rooms and another is in the process of setting up its own facility.

At the beginning of 2010, we defined our desired outcomes for the remainder of our three-year Diversity Strategy. While our four key strategies remain the pillars of our work, the key drivers in the coming year will be leadership commitment and accountability, communication and measurement, and our priority initiatives will focus on people, processes, and measures.

People – The success of our journey hinges on the personal commitment of our employees. We are working to reinforce behavioural and cultural transformation by ensuring accountability for diversity and inclusion in all management performance plans. We also recognize that our employees have asked for support, tools, and resources to empower our leaders, both with and without titles, to become inclusive change agents and role models. An example is the creation of a speakers' bureau that will be used to keep employees informed and to instill expertise within ministries and regions.



Process – The roll-out of the I.D.E.A. lens is a significant step towards demystifying diversity and embedding it into core OPS businesses: policy development, programs and services, communications, human resources, finance, and more. Our objective is to integrate the use of the I.D.E.A. lens into the policy development, program design, and service delivery cycles.

Measures – Accountability for our work is critical and we are putting in place tools to assess our progress. A comprehensive program evaluation and performance measurement framework is being established that will benchmark, assess, and improve the efficacy of the diversity strategy in the long-term.

The OPS continues to actively support and encourage the work of seven voluntary, employee-driven networks organized around shared interests, issues, and a common bond or background. These networks now have a combined membership of more than 8,800. They include:

- Black Ontario Public Service Employees Network
- D-Net (a cross-disability network of OPS staff interested in accessibility issues)
- FrancoGO (a network for Francophone employees)
- the South Asian Network
- OPS East Asian Network Group
- Tomorrow's Ontario Public Service (a network for new professionals)
- the OPS Pride Network (a network for lesbian, gay, bisexual, and transgendered employees).

Each group is provided with base funding and the support of a senior-level executive sponsor to provide guidance and capacity building and to ensure their work aligns with the diversity objectives.

The networks have been effective at profiling issues specific to their groups. For instance, the OPS Pride Network has introduced an initiative called Positive Space. Volunteers complete training and post an indicator in their workspace to create a welcoming space for employees of all sexual orientations and gender identities. Positive Spaces and Champions bring visibility to lesbian, gay, bisexual, transgender, transsexual, intersex, two-spirited and queer workplace issues, and eventually enable all employees to be themselves at work.

In 2010, the third year in a row, the OPS was recognized as one of Canada's best diversity employers and for the second time as a Top 100 Employer. Even though our efforts are being acknowledged, the journey continues for us, and as we move towards our vision and the OPS continues to enhance its ability to provide excellent public service to all Ontarians.

Governance and Accountability

GOVERNANCE AND ACCOUNTABILITY are elements of a modern HR management system and essential for high-quality, cost-effective public service delivery.

OPS HR Plan 2008 – 2011 Progress Report

The OPS HR Plan 2008-2011 includes strategies to help the OPS meet its vision of being an employer of first choice. We are making progress on the human resource priorities of:

- attracting and retaining top notch talent so that we can continue to provide quality services to the citizens of Ontario
- building capacity in our employees to maximize the existing diversity of talent through performance management and talent management programs so that we can grow from within
- engaging employees by creating a work environment that provides opportunities for personal and professional growth.

A sampling of achievements is provided under HR Management Practices.

Modernizing the Human Resource Management Policy Framework

With more operational experience in implementing the provisions of the *Public Service of Ontario Act, 2006* (PSOA), we are now in an excellent position to establish an HR management policy framework that reflects the substance and spirit of the legislation. In this regard, we are enhancing our PSOA education, promotion and training program in addition to consolidating and aligning HR directives and policies. These activities are geared to ensuring that managers and staff have the appropriate guidance in meeting their responsibilities.

Employment Policy Review

The Staffing Operating Policy provides direction on mandatory requirements as well as key principles relating to recruitment and selection, appointment and transfer, workforce adjustment, and separation. An updated policy is necessary to address emerging issues and promote advancements in human resource management. A range of stakeholders will be engaged, including recruiting managers, OPS Diversity Office, and bargaining agents. Working with our service delivery partners, the Human Resource Management and Corporate Policy Division will introduce updated policy direction in 2010/11.

Attendance Management Policy Review

Effective management of employee attendance optimizes the organization's performance. The existing policy and practices are under review to address productivity challenges, including recommendations from the provincial auditor to better manage attendance. Updated policy direction will be set in 2010/11.

Workplace Discrimination, Harassment and Violence Prevention Policy Review

To ensure a policy framework is in place that fosters and sustains a respectful work environment, HR Ontario undertook a comprehensive review of the Workplace Discrimination and Harassment Prevention Policy in 2009.

At the same time, Ontario was in the process of amending the *Occupational Health and Safety Act* to set out new protections for workers and new obligations for employers with respect to violence and harassment in the workplace, with changes effective June 15, 2010.

A revised Workplace Discrimination and Harassment Prevention Policy and programs address the legislative changes concerning workplace harassment. The policy, in compliance with the new law, sets out a broader definition of workplace harassment that includes non Human Rights Code grounds and includes issues of personal harassment (e.g., bullying). The policy is focused on cultivating and sustaining a supportive work culture, preventing, identifying and eliminating discrimination and harassment, and restoring work environments affected by discrimination incidents or allegations.

A new Workplace Violence Prevention Policy and programs address a continuum of workplace violence that includes threats, attempts to exercise physical force, and the exercise of physical force. Under certain conditions, steps to reduce the risk of domestic violence are also being implemented. Workplace violence risk assessments are required to help control and address associated risks.

Compensation Restraint

Building on initiatives announced in 2008, compensation restraint for 2009 continued for management employees in the OPS.

The management group, representing approximately 8,900 employees or 12 per cent of the OPS workforce, is comprised of deputy ministers, associate deputy ministers, assistant deputy ministers, IT executives, directors, managers, and non-represented specialists.

Management employees receive base salary adjustments solely on performance through a pay for performance award. For 2009, senior management employees earning \$150,000 or more annually had performance pay reduced to zero per cent for the period beginning January 1, 2009 to December 31, 2009. This affected approximately 400 employees over two performance pay periods.

In addition for the 2009/10 performance period, performance pay for managers earning less than \$150,000 will be at a level 20 per cent lower than 2008/09.

In the 2010 Provincial Budget released on March 25, the government announced a responsible and balanced plan to control compensation costs in the public sector of the province. The government introduced legislation that would include a freeze of the compensation structure for non-bargaining employees of the OPS for two years. For employees who bargain collectively, the government will respect all current collective agreements. When these agreements expire and new contracts are negotiated, the government will work with transfer payment partners and bargaining agents to seek agreements of at least two years' duration that do not include net compensation increases.

These measures will help redirect savings towards priority public services.

Benefits

The OPS balances a future-oriented outlook and approach to benefits administration with implementing strategies now to ensure that benefits remain competitive, modern, and reflective of the interests of our diverse workforce. Cost containment, shared responsibility, heightened employee engagement, and effective positioning of benefits as an integral component of the total compensation package were among factors considered in negotiating collective bargaining outcomes during 2009 that included the following:

- Ontario Provincial Police Association (OPPA) self-administration of its members' insured benefits
- further expansion of drug card program access
- expanding access to enhanced, optional, employee-paid dependent life insurance to employees represented by the Association of Law Officers of the Crown and the Ontario Crown Attorneys' Association (ALOC/OCAA)
- cost-shifting and tradeoffs to facilitate health, dental, and disability benefit improvements for some groups.

Pensions

In general, strategies for funding OPS pension plans are based on a long-term outlook; however short-term market fluctuations can sometimes affect the funding level of a plan. OPS pension plans experienced investment losses in 2008 and 2009 as a result of the recent economic downturn, though investment gains in 2010 have helped to stabilize the financial position of the plans. Gradual contribution rate increases for both employees and the employer were made in 2009 and 2010. Like many pension plan sponsors across Canada, the government is considering the creation of funding policies for the pension plans.

Actuarial valuations for the year ending December 31, 2010 will be performed as always for OPS plans in order to determine their funding position. While investment gains in 2010 plus contribution rate increases have helped to mitigate the losses endured during the recent economic downturn, it is expected that investment losses will continue to affect the funding levels of both pension plans into the near future.



Accountability and Oversight

In fall 2009, Premier Dalton McGuinty committed to implementing new accountability measures to help ensure the prudent use of taxpayer dollars to improve the transparency and accountability of government. Acting in accordance with this direction, the Human Resource Management and Corporate Policy Division undertook a number of initiatives that will result in measurable change. These initiatives include:

- an updated corporate directive setting out the accountability and governance for classified agencies in the government, which will incorporate a risk-based approach (Agency Establishment and Accountability Directive was released on January 26, 2010)
- a revised corporate directive that provides simplified rules on which expenses can be claimed and reimbursed (Travel, Meal and Hospitality Expenses Directive will be released on April 1, 2010)
- an e-learning module on expense claims that is mandatory for all ministry-based employees and employees at all 255 classified agencies (close to 20,000 employees have completed the e-learning in the first two months since its release which is available in accessible formats)
- a public website that will provide information on the expenses for cabinet ministers, political staff, senior management, and the appointees, senior executives and top five claimants at 22 of Ontario's largest agencies will be launched on April 1, 2010.



HR Management Practices

EFFECTIVE PROGRAM and service delivery are pivotal to achieving strategic objectives. We continue to improve capacity to implement programs and services that make the OPS an employer of first choice.

Recruitment Modernization

Since 2006, the OPS has been modernizing human resource management to ensure that the OPS can attract, recruit, and retain the best workers in a competitive labour market. Accomplishments include establishing five regionally-based, recruitment service centres for managers.

The centres offer a full suite of technology-enabled recruitment services within an established partnership service-standard with hiring managers. This provides for the central management and administration of the recruitment function, improving corporate accountability, and ensuring a one-employer approach to talent acquisition and deployment. Highlights include:

- comprehensive Internet and intranet job posting sites
- an on-line application process
- the use of e-recruitment tools to automate much of the recruitment process.

The centres have been in operation since June 2008 and are streamlining the recruitment process (e.g., agreement reached with Ontario Public Service Employees Union (OPSEU) to concurrently post and initiate surplus clearance for competitions; mass recruitment provisions are in place to complete multiple hiring initiatives with one competition and create talent pools).

The recruitment centres will begin a pilot project to target job advertising for competitions open to the public to organizations and institutions most likely to yield highly qualified applicants. An internal review of the redeployment process is underway with an initial report in May 2010. It is anticipated that these modifications will reduce time to hire.

Ministry-level reporting on each stage of the recruitment process will be available in July 2010. The reports will demonstrate the time required in each stage against the 67 day end-to-end recruitment process standard.

For the fiscal year 2009/10, approximately 8,605 recruitments were initiated and over 3,500 competitions were completed.



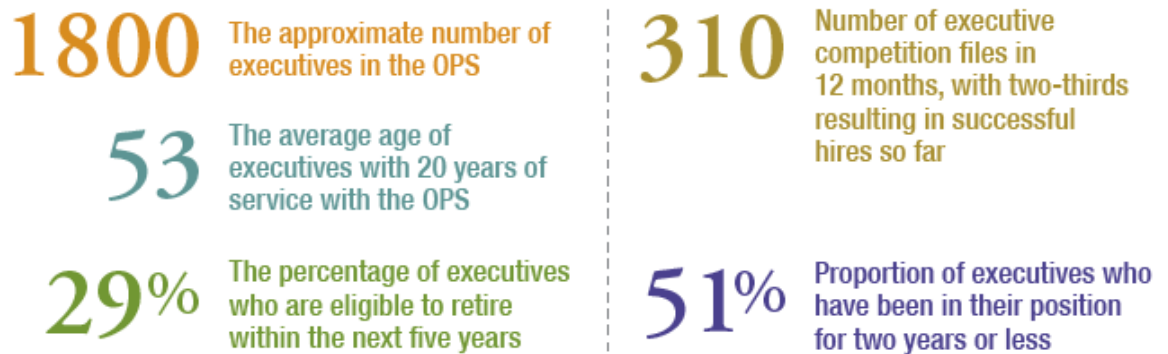
Executive Recruitment

HROntario's Executive Talent Search Services, supported by information from the OPS Talent Management program, provides hiring executives with an enterprise-wide view of available leadership talent. Approximately 200 talent searches have supplemented competitions from April 1, 2009 to March 31, 2010.

To support the OPS Diversity Strategy, the Centre for Leadership and Learning has developed a diversity outreach strategy for executive positions to help:

- expand outreach activities to diverse groups of talent
- eliminate barriers in recruitment processes
- ensure diverse and inclusive selection panels
- build relationships with diverse communities.

Executives: Current Data



Data as of March 31, 2010

Performance Management

Approximately 8,000 managers and other non-bargaining staff are using the online performance management (PM) system. Completing a performance and learning plan is simple and straightforward as shown by high participation levels and the increased number of finalized performance plans and reviews.

In 2009, more focus was given to performance differentiation and support for managers in addressing poor performance, including courses to help them strengthen coaching and feedback skills.

To improve integration with the pay-for-performance programs, in 2009, individual employees were provided with an on-line report that shows the detailed calculations of their performance awards.

Talent Management

Now in its fifth year, the talent management (TM) program continues to be key in ensuring that employees have the skills and capabilities to deliver quality public services. About 8,000 managers and staff across the province annually assess their leader-manager competencies, have career conversations with their manager, and identify learning activities to meet their development needs.

Succession management was a key focus area of the 2009 talent management cycle. Over 6,000 potential successors were identified for positions at all levels in the organization. Approximately one third of successors are immediately ready to take on the position for which they were identified, while two thirds require some development in order to be ready. Careful planning and monitoring of successor development will continue to ensure potential successors are readied for more complex roles in the future.

Deputy ministers met to discuss talent across lines of business as well as functional areas such as finance, information technology, communications, human resources, and legal. Regional talent forums have been established to address the unique challenges in the east, north, and west areas of the province. The fourth annual retreat on talent management was also held with focus on high-performance organization and enterprise-wide talent strategies. Work continues to embed talent management into the fabric of our business through five enterprise-wide TM action plans:

- regional talent management strategies
- OPS Diversity Strategy
- best practices
- policy capacity
- embedding talent management in the organization.

An updated leader-manager competency model reflects principles of leading in a diverse and inclusive environment and provides opportunities for exploring further applications of competencies in aspects of assessment, talent acquisition, leadership development, and succession management.

Strategies for leadership development continue to be implemented. New leader-manager development programming includes:

- programs for aspiring managers (e.g., “Advancing into Management” and “Is Management for Me?”)
- support for new managers: First 100-days program.

A career management program for non-management employees is also being developed as part of continuing efforts to effectively manage talent at all levels of the organization.



Learning and Development

OPS Learning and Development (OPS L&D) continues to build and expand enterprise learning programming for all employees.

In 2009/10, approximately 125,000 employees participated in programs, including 97,000 who completed at least one e-learning module.

The Role of the Manager (ROTM) initiative was launched in May 2009. The goal of the program is to support managers so they can effectively manage staff and build high-performing teams to deliver business results. The program is made up of a number of components that will enhance and build capacity within the management cadre.

The Management Foundations Program is a key component of the ROTM and provides new managers with basic tools and an understanding of their roles and responsibilities. This two-day program became mandatory for all new managers as of April 1, 2009. To date, nearly 800 managers have attended the program.

A new development program for aspiring managers, Advancing into Management, was launched in January 2010. As part of the ROTM, this program is designed to prepare nominated individuals for future roles as managers.

Other components of the ROTM include an updated leader-manager competency model (to be launched in May 2010), a web portal for managers that will provide “one-stop shopping” access to the most up-to-date information managers need to effectively execute their duties (June 2010), and a series of e-learning supports for new and existing managers (summer 2010).

OPS L&D is also developing a new e-learning course on Leading Diversity that is scheduled for release in summer 2010.



Programs for Youth and New Professionals

Established in 2005, the Youth and New Professionals Secretariat (YNPS) provides an enterprise-wide approach for attracting, recruiting, and retaining future generations of public servants. It manages the marketing and promotion of the OPS to youth and new professionals across the province and provides OPS employment experiences for approximately 6,000 youth and new professionals each year.

In 2009/10, the YNPS leveraged federal government funding identified in the 2009 Budget to:

- nearly double the number of six-month paid internships for internationally trained professionals from 70 to 130
- expand the Summer Experience Program by 1,000 positions (25 per cent).

YNPS coordinates the OPS Ambassadors Program, an enterprise-wide volunteer program engaging almost 600 staff at all levels. Ambassadors participate in outreach activities to promote the OPS as an employer of first choice.

OPS Internship Program for Internationally Trained Individuals won the 2009 Career Bridge Program Award for the Public Sector.

Our Enterprise Youth and New Professional Programs:

- the Ontario Internship Program
- the Summer Experience Program
- the Aboriginal Youth Work Exchange Program
- the OPS Learn and Work Program for at-risk youth
- Internship Program for Internationally Trained Individuals
- Post-Secondary Co-operative Education



Health, Safety and Wellness

The Centre for Employee Health, Safety and Wellness was established on April 1, 2008 to provide effective, efficient, and consistent enterprise-wide health and safety advice and services.

Key achievements over the past year include:

- updated e-learning programs – SafeSmart – for both managers and employees (which is new) that provide an understanding of the roles and responsibilities of workplace parties in occupational health and safety, and the prevention of workplace illnesses and injuries
- delivered 75 workplace flu clinics across the province offering both seasonal flu and H1N1 flu vaccinations
- completed an Infection Prevention and Control Guideline to give guidance to ministries on measures to mitigate the impact of a pandemic
- launched a tool based on Google maps that identifies and tracks local joint health and safety committees, and health and safety representatives in all ministries and locations across the province
- delivered two theme-based wellness initiatives: “Weighing in on Health, Healthy Eating and Active Living” and “Raising Resilience”
- developed a multi-year enterprise ergonomics program
- organized and delivered multi-ministry joint health and safety committee conferences to promote effective management of health and safety issues in the workplace
- developed an implementation plan for complying with new requirements arising from amendments to the *Occupational Health and Safety Act* related to workplace violence and workplace harassment
- developed a workplace violence risk assessment guide and corresponding resources
- developed a guide for managing IT-based workplace discrimination and harassment issues
- implemented a single point of contact for workers’ compensation and payment processing.

Security Services and Contingency Planning

HROntario recruitment process includes the requirement for security screening (including police record checks) of individuals being considered for employment in certain positions of trust, including employees whose jobs involve working with identity documents (e.g., birth certificates), payroll, and sensitive IT systems. In 2008/09, the Security Services and Contingency Planning Branch conducted about 1,600 security checks.

The Branch also oversees the OPS Contractor Security Screening Operating Policy, which applies to all non-OPS workers who may be contracted to deliver services in ministries and agencies. In 2008/09, the Security Services and Contingency Planning Branch conducted about 5,050 contractor security checks.

In addition, Security Services and Contingency Planning Branch is responsible for the implementation of the OPS Physical Security Operating Policy governing the safety of employees, clients, visitors, information, physical building, and other assets. In 2008/09, 75 per cent of ministries submitted physical security plans outlining strategies for compliance with the policy in the coming years.





Labour Relations

THE OPS CONTINUES to place a priority on effective and harmonious relations with its bargaining partners to achieve solutions that benefit the employer, employees and the public.

Centre for Employee Relations

The Centre for Employee Relations provides solutions to labour relations issues by working effectively across the HR community with ministries and bargaining agents, fostering positive labour relations, and demonstrating value through measured performance and results.

Here are some highlights of the past year:

- implemented training to support HR staff in newly formed regional service delivery centres (Grievance Administration and Disclosure to Bargaining Agents)
- created the Attendance Support and Management Office in Employee Relations Division and supported the implementation of the Ontario Public Service Employees Union (OPSEU) Correctional Bargaining Unit Attendance Support and Management Pilot Program (ASMPP) in the Ministry of Community Safety and Correctional Services, and the Ministry of Children and Youth Services, which resulted in the implementation of incentive payments
- implemented a new Management Board of Cabinet directive on confidential disclosure to bargaining agents
- negotiated the involvement of nine ministries in the OPSEU Ministry File Review Committees pilot project, and jointly developed and delivered training to all pilot ministry employee relations committees (MERCs)
- reviewed and revised labour relations training courses for managers
- re-launched with OPSEU the Employee Relations Committee (ERC) training for workplace ERCs on best practices and procedures
- launched the Annotated Collective Agreement project
- completed Grievance File Review Committee training jointly with OPSEU
- launched review to develop labour relations competency model
- completed information sessions for HROntario and ministry managers on new collective agreements with Professional Engineers of the Government of Ontario (PEGO), and Association of Law Officers of the Crown and the Ontario Crown Attorneys' Association (ALOC/OCAA).

Union-Management Relations

The Union-Management Relations Branch focuses on building a positive, collaborative bargaining agent/management work environment, while leading activity on all collective agreement negotiations in the OPS.

Bargaining Group	% of Workforce		Non-bargaining Group	% of Workforce
OPSEU	54%		MCP	10%
AMAPCEO	15%		SMG/ITX	3%
OPPA	12%		Other	3%
ALOC/OCCA	2%			
PEGO	1%			

Over a 14-month period ending in June 2009, Union Management Relations Branch successfully negotiated agreements with each of the eight union/associations without work stoppage or labour disruption.

Accomplishments in the past year include:

- implementation of recommendations from the 5th Justice of the Peace Remuneration Commission
- created a central joint employee relations committee with the Ontario Provincial Police Association (OPPA) and held inaugural meetings
- concluded renewal collective agreements with:
 - o ALOC/ OCAA
 - o PEGO
 - o ALOC regarding articling students
- entered into memoranda of agreement with OPSEU regarding a new Customer Service Representative classification standard and salary schedule.



Employee Engagement

AS A MODERN organization, we must continuously improve the delivery of quality public services and increase customer satisfaction. To do this, we have to improve employee engagement – that is, increase job satisfaction and commitment to the organization and its goals.

2009 OPS Employee Survey

After the third iteration, the OPS Employee Survey is fully embedded in the culture of the organization. Key corporate areas are now making extensive use of the employee survey results to inform policies and programs. The survey results are increasingly used for performance measures and to populate scorecards.

As in past years, we produced a broad range of special reports, with examples ranging from regional analysis, for front-line staff engagement, diversity and inclusion, and recognition. We gained important insights from these reports:

- Linkage analysis between employee engagement and customer satisfaction is providing us with new insights into the service value chain and how it can be leveraged to improve customer satisfaction.
- Diversity and inclusion have been the main focus of research this year. The enhanced demographics included in the 2009 survey led to a major breakthrough in the development of an inclusion index, which measures employee perception of the inclusiveness of their workplace. The index will assist us in measuring progress on three of our four diversity strategic goals:
 - embed diversity objectives and outcomes in policies, programs, and services
 - build a healthy workplace free from harassment and discrimination
 - respond to the needs of a diverse population.

The enhanced demographics also allow us to monitor the fourth diversity strategic goal; reflect the public we serve at all levels of the OPS workforce.

Employees told us that they are fairly satisfied and reasonably engaged in their jobs. Our 2009 employee engagement score is 72.47 out of 100 points, a significant increase over 65.97 out of 100 points in 2007, and 64.78 out of 100 points in 2006.

The 2009 employee survey indicates that there are significantly fewer employees with low engagement scores, and more employees with high engagement scores. 51 per cent of employees indicate high levels of engagement (this went up from 37 per cent in 2007); 36 per cent indicate medium engagement, and 13 per cent indicate low engagement (this number went down from 21 per cent in 2007).

The employee survey occurs every other year with the next survey planned for spring 2011.

Results from employee surveys help to shape the OPS HR Plan and have resulted in a number of key initiatives aimed at increasing employee engagement.

OPS Wellness Strategy

Initiatives related to the OPS Wellness Strategy that was launched last year are being implemented in stages. The Centre for Employee Health, Safety and Wellness (CEHSW) developed and implemented two, theme-based healthy living initiatives across the OPS.

- Each initiative included a comprehensive web page on the OPS Wellness portal, regional learning events, and “how to” documents to assist clients in delivering location-specific programming.
- The first initiative, “Weighing In On Health” (fall 2009), focused on how to reach and maintain a healthy body weight through regular physical activity and a healthy, balanced diet. A total of 14 regional events were offered through the initiative reaching over 2,000 employees.
- The second initiative, “Raising Resilience” (spring 2010) will provide both employees and managers with practical strategies to enhance mental health and well-being at work. Of the 14 regional learning events organized by CEHSW, five will be offered exclusively for managers. At present 300 participants will receive training through the management component of the initiative.
- To support the implementation of the theme-based healthy living initiatives, CEHSW also established an enterprise-wide Healthy Living Network comprised of 35 representatives from every ministry and/or cluster of ministries.

Flexible Work Arrangements

The development of a Flexible Work Strategy is a commitment of the OPS 2008-2011 HR Plan. The objective is to develop a strategy that positions the organization as an employer of first choice and meets the needs of a diverse workforce by providing for flexibility in when, where, and how work gets done. The strategy, currently in progress, will build on existing flexible work initiatives and outline direction with concrete actions for the organization. It will:

- articulate the OPS vision for flexible work
- establish strategic directions such as:
 - strengthening a supportive work culture
 - reinforcing flexible work
 - measuring performance and satisfaction.

The strategy will also identify options that balance the diverse needs of employees and optimizes their engagement and productivity while supporting public service modernization, service excellence, efficiency, real estate, and greening agendas.

Strategy design is being informed by the evaluation of flexible work initiatives and pilots currently underway across the OPS, consultations with key partners, stakeholders, and a review of best practices including public sector and private sector organizations.



Summary

IN 2009, we continued our journey toward becoming an employer of first choice. We received external praise as a top employer. Employees expressed improved attachment to their employer. Agreements were achieved with all bargaining agents. Taxpayers received additional assurance that tax dollars spent in running the public service are appropriately expended.

Over the coming year, we look forward to the development of the next strategic HR plan, which will provide workforce management direction for the first part of this decade. We will also build on our growing body of knowledge on employee engagement as we plan the next survey to be launched in 2011.

I look forward to sharing our experiences and insights in next year's report.

Angela Coke

Chair of the Public Service Commission of Ontario

Appendices:

- Appendix I: 2008-2011 OPS HR Plan Progress Report
- Appendix II: Summary of the 2009 OPS Employee Survey Results
- Appendix III: Ontario Public Service Staff Strength Reports

Appendix I
2008 – 2011 OPS HR Plan
Progress Report



OPS HR PLAN

2008-2011

PROGRESS REPORT

November 2009



Message from the Secretary of the Cabinet

I am pleased to present the first annual progress report on the OPS HR Plan 2008-2011.

Delivering the government's priorities and being a high performing public service is dependent on our ability to attract and retain diverse talent, to build capacity, and to engage employees. The OPS HR Plan launched in November 2008 provides the strategies to meet these priorities and to be an employer of first choice.

Embedded throughout the OPS HR Plan is our commitment to inclusiveness and diversity, as well as our OPS values of trust, fairness, excellence, creativity, collaboration, efficiency and responsiveness. It is important that each of us embrace these principles and values in the course of performing our daily work. We all have a valuable role to play in shaping our organization.

A key focus for us is the role of the manager. We must ensure that performance expectations are clearly articulated and that supports and learning opportunities are provided to ensure managers can effectively build high performing teams and create a healthy and supportive work environment.

The OPS HR Plan belongs to all of us. We each have a role to play in moving the organization forward. I am proud of the significant progress we have made at both the corporate and ministry levels, and I am confident that working together we will continue to achieve our goals of a modern public service and an employer of first choice.

Shelly Jamieson



Message from the Associate Deputy Minister, HROntario

“One Team. Service. Results.”

Since the launch of HROntario in July 2008, we have been working hard to achieve our vision of leading the OPS in becoming the employer of first choice through the delivery of best-in-class services and strategies.

In April 2009, we launched the Regional HR Service Delivery Centres, completing the structural changes associated with the OPS HR Transformation Project. Since that time, the focus of HROntario has shifted to building a culture of service excellence to better support managers in meeting their business goals, and to leading the organization in developing and delivering on the HR Plan strategies that continue to make us one of Canada’s Top 100 employers.

Our job is to ensure that the OPS has the right people, in the right place, at the right time to achieve government priorities. We do that every day, not only through the leadership that HROntario staff provide on the development and delivery of the HR Plan strategies outlined in this report, but also by supporting managers in recruiting, engaging and developing their staff; by developing and sustaining strong working relationships with our bargaining agent partners, and by working with managers to create a diverse, inclusive working environment for all OPS staff.

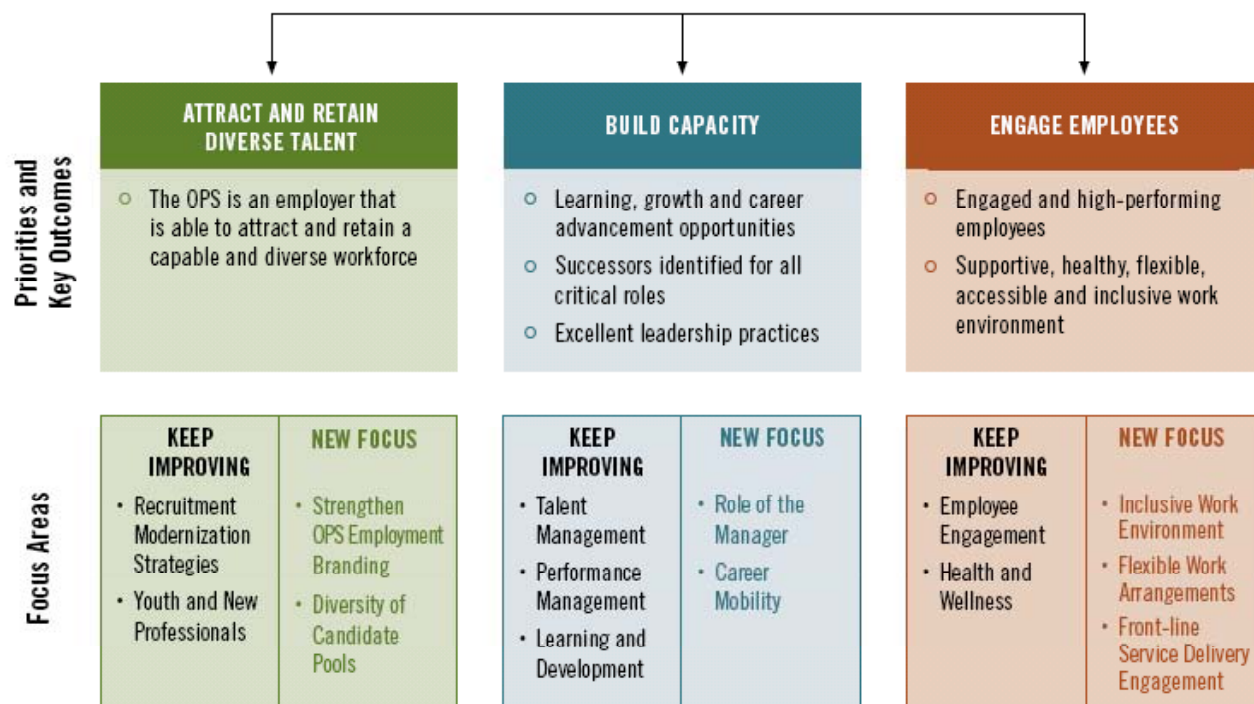
In the coming months, HROntario will be making a visible commitment to service excellence by publishing service standards for our key client services, and we will begin reporting regularly on results.

HROntario is committed to driving continuous improvement in our HR and business transformation services, and to serving OPS managers and employees as one team, focused on service and results.

Angela Coke

OPS HR Plan at a Glance

VISION: OPS as Employer of First Choice



The OPS HR Plan 2008-2011 includes strategies to help the OPS meet its vision of being an employer of first choice. We are making progress and have been recognized for the second straight year as one of Canada's Top 100 Employers.

This progress report provides an update of how we are doing in each of the three priority areas, and includes both corporate and ministry examples of achievements.

The plan has three key priorities to help us achieve our vision:

- *Attracting and retaining diverse talent*
- *Building capacity*
- *Engaging employees*



Attracting and Retaining Diverse Talent



Statistics indicate that Ontario's workforce is aging while the provincial birthrate continues to decline.

This trend will lead to an increasingly competitive marketplace that is challenged by a shortage of talented, skilled individuals. The OPS is committed to attracting and retaining top notch talent so that we can continue to provide quality services to the citizens of Ontario now and in the future. The OPS is also committed to building capacity in our employees in order to maximize the existing diversity of talent.

The following achievements highlight progress in recruitment modernization, outreach, and employment programs for a diverse workforce:

- HROntario's five **Regional Recruitment Centres (RRCs)** are providing professional recruitment services and support to managers - (over 6,500 competitions have been handled since the RRCs were established in June 2008). The RRCs are striving to streamline the recruitment process (e.g. agreement reached with OPSEU to proceed with concurrent posting and surplus clearance for competitions; "mass" recruitment provisions are in place to complete multiple hiring initiatives with one competition and create talent pools).
- HROntario and the OPS Diversity Office are working to identify and **remove recruitment barriers** and to develop strategies to increase the **diversity of candidate pools**.

57% of our workforce is between 40 and 59 years of age

14% of our workforce is eligible for retirement within 3 years

32% of the Senior Management Group can retire within 5 years

- HROntario's **Executive Talent Search Services**, supported by data from the Talent Management system, are providing hiring executives with an enterprise-wide view of available leadership talent. Over 400 **talent searches** have supplemented competitions. The Executive Talent Search unit has handled 277 recruitment requests since its launch in June 2008.
- The **Internship for Internationally Trained Professionals** has been launched that provides eligible newcomers to Ontario with a six-month paid internship in the OPS.
- The **OPS Mentorship Partnership Program with the Toronto Regional Immigrant Employment Council (TRIEC)** for new Canadians was established and over 50 OPS employees are acting as mentors.
- In 2009/10, the government will provide more than 6,000 **employment experiences** for youth and new professionals through its suite of OPS employment programs.



- A partnership with **Ability Edge** was established to create opportunities for people with disabilities to work in the Regional Recruitment Centres and to help identify recruitment barriers.

- The **OPS Ambassadors Program** was launched - a volunteer program that invites staff to participate in outreach activities; 550 employees are participating.

- The Youth and New Professionals Secretariat established **"OPS Careers Island"**, an innovative virtual career fair in Second Life that has won national and international awards.

- Again for 2010, the OPS has received recognition as one of **Canada's Top 100 Employers** and one of the **GTA's Top Employers**.



What's Next?

- Updated recruitment products and supports (e.g. Managers' Guide to Barrier-Free Recruitment) that will help ensure our processes are fair and accessible to all candidates.
- Pilot projects related to the mass hiring provisions in the new OPSEU collective agreement that will reduce current competition and hiring timelines.
- Development of diversity outreach strategy for executive positions.
- As part of the "Ask Me Why" campaign, development of profiles for 18 OPS ambassadors who are volunteering to promote the OPS as a great place to work to potential employees.

The 2009 OPS Employee Survey

In 2009, **67%** of OPS employees stated they would **stay in the OPS**, even if offered a similar job elsewhere, compared to **57%** in 2007.

Building Capacity



We need to prepare for the future by ensuring we have the right people, in the right place, at the right time. This involves managing our current talent through performance management and talent management programs so that we can grow from within. It also means focusing our learning and development activities to ensure we are developing and retaining knowledgeable, high-performing employees who will be ready and capable to meet work challenges of the future.

Some achievements in building capacity in year one of the 2008-2011 OPS HR Plan include:

- The **OPS Talent Management Program** is being enhanced. For example, a regional talent management process has been established; consultations are being finalized to refresh the leader/manager competencies. The current Talent Management report indicates that management staff in the “Optimize Now” and “Optimize in the Future” categories continue to be deployed at a greater rate than the other categories – (34% and 25%, respectively, being deployed within nine months of being assessed).

- With respect to **performance management**, more focus is being placed on performance differentiation and support to address poor performance. The number of finalized performance plans for management staff increased from 9,586 in 2007 to 10,474 in 2008-09, with 87% of full-year assignments of management staff having initial, mid-term, and end-of-year reviews completed.

- The Centre for Leadership and Learning (CFL) has launched a number of **new learning programs** including five new Diversity Learning programs:

- Leveraging Diversity: The Manager's Role
- Differences Matter: Diversity Foundations (e-course)
- Diversity and Inclusion Awareness
- Leading and Managing Across Generations
- Recruiting and Retaining a Diverse Workforce

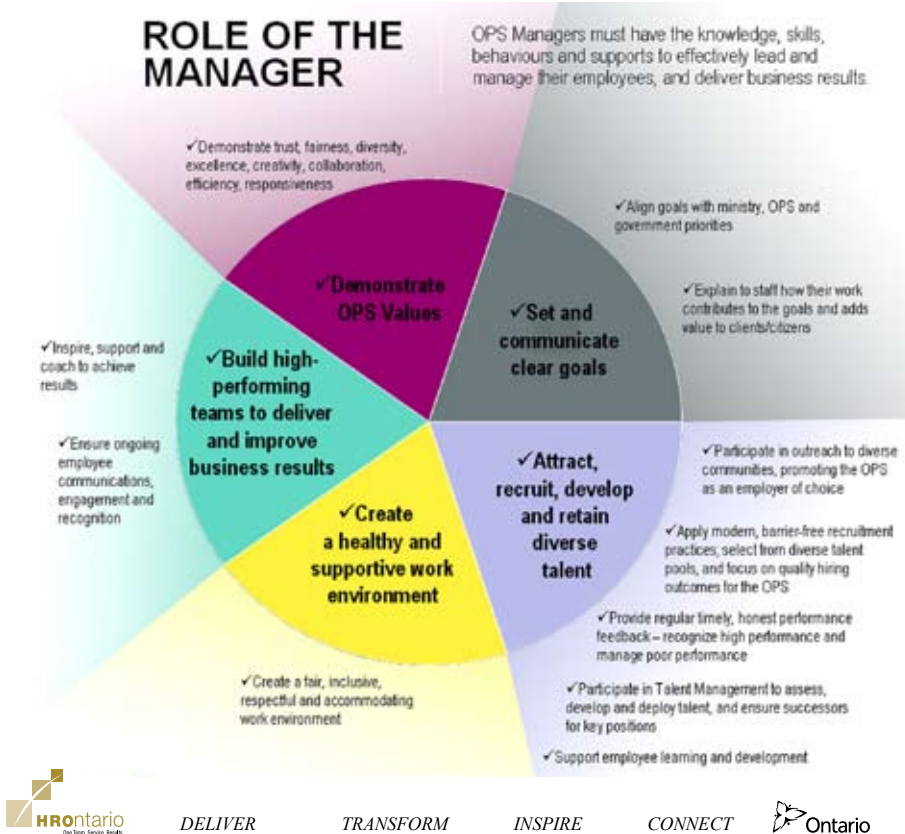
In fiscal 2009/10, as of September 2009, the CFL has had:

- 8,996 employees register for, and 6,015 employees attend, classroom sessions
- 25,580 employees complete an e-learning module or attend a web casting session
- 350 employees register for, and 590 attend, regional learning events in partnership with the Provincial Inter-ministerial Council



• The Diversity Office is expanding the **Diversity Mentorship Program** to include a greater number of participants and to involve additional senior leaders.

• **The Role of the Manager (ROTM)** initiative was launched in May 2009. The program defines the role and expectations of managers and introduces the mandatory Management Foundations Program for new managers. Since launch, 155 managers have registered for, and 129 have attended, the Management Foundations Program.



What's Next?

- Successors identified through the Talent Management process will be discussed at the annual Deputy Ministers' cluster discussions.
- Regional talent management discussions through new regional Director Talent Management Forums.
- Ongoing enhancements to the Talent Management process and system.
- Launch of a new nominated developmental program for aspiring managers: Advancing into Management, in the fall of 2009.
- Launch of an updated Leader/Manager Competency Model that reflects principles of leading in a diverse environment.
- Launch of a program to support managers in their first 100 days in a new position.
- Development of a career management program for non-management employees.
- Partnership with OPS Diversity Office, Adaptive Technology Resources Centre (ATRC), and several ministries to enable employees, through the Innovation Fund Project, to access barrier-free, personalized, accessible e-learning that accommodates different learning styles and accessibility requirements.

The 2009 OPS Employee Survey

47% of employees agreed or strongly agreed that they have opportunities for **career growth** up from **38%** in 2007.

74% of employees reported having a **performance appraisal** in the past 12 months, compared to **64%** in 2007.

57% of employees agreed or strongly agreed that their ministry **supports work-related learning and development**, compared to **47%** in 2007.

Engaging Employees

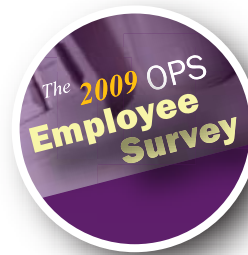


Research indicates that the most successful organizations are those with engaged employees. To engage our workforce and develop the full potential of every employee, we are committed to creating a work environment that provides opportunities for personal and professional growth and encourages the best from everyone. We are also committed to fostering a culture that values the different backgrounds, orientations, and skills of our employees, recognizing that the different insights, perspectives, and experiences of our employees create a rich and dynamic environment that enables us to be the very best we can.

We have made significant progress in engaging our employees this year through the following initiatives:

Completed the 2009 OPS Employee Survey, where:

- The response rate increased to 58.9%, up from 43.5 % in 2007.
- The employee engagement index increased to 72.47, up from 65.97 in 2007.
- 51% indicate high levels of engagement (this went up from 37% in 2007); 36% indicate medium engagement, and 13% indicate low engagement (this number went down from 21% in 2007)
- 67% of employees say they would stay in the OPS, even if offered a similar job elsewhere
- 67% of employees would recommend the OPS as a great place to work.



58.9% of employees completed the 2009 OPS Employee Survey

67% of employees recommend the OPS as a great place to work

51% of employees indicate high levels of engagement

The OPS made significant improvements in all priority areas identified in the 2007 survey. Priority areas for improvement identified in the 2009 OPS Employee Survey include:

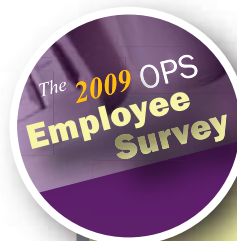
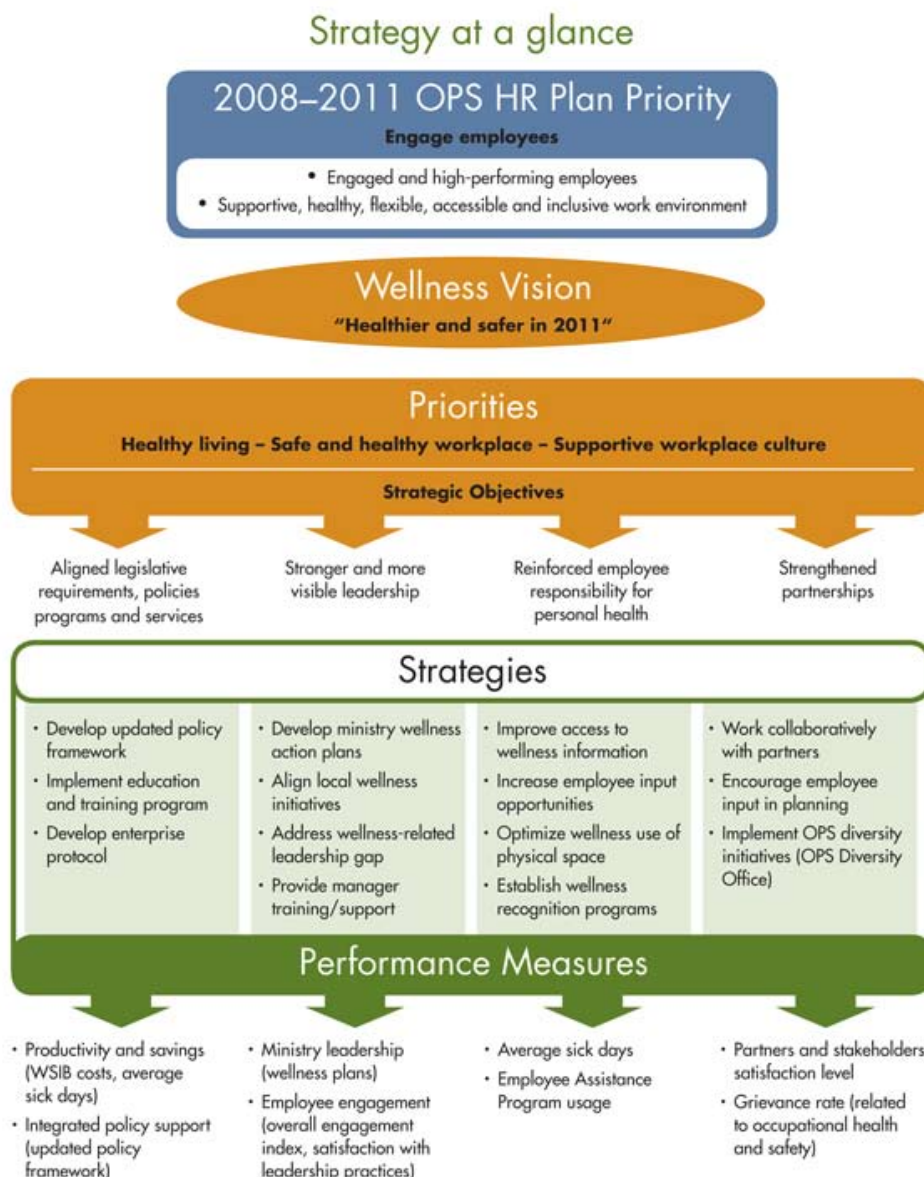
- Leadership practices
- Opportunities for growth and advancement
- Organizational communication
- Fair human resource practices
- Learning and development opportunities

Ministry, divisional and special employee survey reports have been rolled out and priority improvement action planning is underway. Tips and resources for OPS managers to improve employee engagement have been provided, and the Centre for Leadership & Learning (CFL) launched the program “Achieving Success Through Engaged Employees”, which has received very positive feedback from managers.

The **OPS Wellness Strategy** was launched. It recognizes the importance of healthy living, a safe and healthy workplace, and a supportive workplace culture to one's overall well-being. To strengthen what we already have in place, the strategy currently focuses on four key activities:

- Aligning legislative requirements, policies, programs and services
- Promoting stronger and more visible leadership
- Reinforcing employee responsibility for personal wellness
- Strengthening wellness partnerships across business areas and at all levels.

• A comprehensive review of the **Workplace Discrimination and Harassment and Equal Opportunity** policies is underway. So far, research (jurisdictional review of trends and legislation) and stakeholder consultations (meetings with bargaining agents, regional interministerial council managers and directors, lived experiences from employee network members, and enterprise-wide online consultations) have taken place. The revised policy is being drafted.



65% of employees reported that they have a **healthy and safe work environment** up from **58%** in 2007 employee survey.



HROntario's Wellness Portal (MyOPS > All Services > OPS Wellness) was also launched and offers a wealth of information about healthy living.

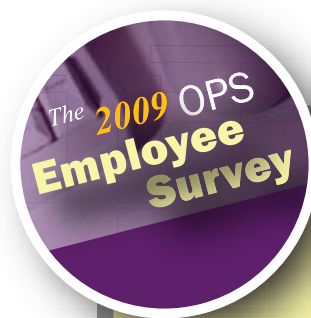
A number of initiatives piloting **flexible work arrangements** are underway:

Whitby Telework Pilot sponsored by the Ministry of Energy and Infrastructure (MEI) and Ministry of Revenue (REV) with support from the Central Agencies I&IT Cluster, HROntario, and the OPS Green Office, was a proof-of-concept pilot that ran from February to August of 2009. Up to 20 employees, who normally commute from Durham Region to downtown Toronto, were able to work from an alternate work space as provided by the Ministry of Revenue, in Whitby. The pilot was a success, with managers and participants both finding the arrangement beneficial for productivity, work/life balance, and stress levels.

The Central Agencies I&IT Cluster (CAC) launched a telework pilot in June, 2009. The 12-month proof-of-concept initiative involves 20 CAC employees working from home for three days a week. The program includes staff from a cross-section of employee groups (bargaining and non-bargaining). Early results of the pilot show it to be a success. Participants report an improved balance between work and home life, lower stress and improved productivity. In addition to significant employee benefits, the pilot supports the Green IT initiative by reducing carbon emissions through avoided commutes and savings through reduced need for traditional office space.

The Children, Youth and Social Services Cluster (CYSSC) is conducting a six-month telework pilot where staff work from home three days per week. Twenty staff are participating with representation from OPSEU, AMAPCEO and MCP. The pilot will run from July 2009 to January 2010.

Evaluation of the pilots as well as other research, will inform the development of the OPS Flexible Work Strategy. This will position us as a modern employer and provide greater flexibility in when, where, and how work gets done.



57% of employees agreed or strongly agreed that they have **support at work to balance work and personal life** up from **51%** in 2007.

What's Next?

- Ministries implement their employee engagement action plans, and communicate progress and results to staff.
- Development of an Inclusiveness Index by the OPS Diversity Office and the Modernization Division that will help measure the impact of diversity and inclusion on employee engagement.
- Release of renewed and modernized policy direction on workplace discrimination and harassment and equal opportunity.
- Consultation with partners and stakeholders on a planned corporate strategy for flexible work arrangements.

Performance Indicators

OPS HR Plan: Sample Performance Indicators

VISION: OPS as Employer of First Choice

ATTRACT & RETAIN DIVERSE TALENT	BUILD CAPACITY	ENGAGE EMPLOYEES																																										
› The OPS is an employer of choice that is able to attract and retain a capable and diverse workforce	› Learning, growth and career opportunities › Successors identified for critical roles › Excellent leadership practices	› Engaged and high-performing employees › Supportive, healthy, flexible and inclusive work environment																																										
SOME SELECTED PERFORMANCE INDICATORS	SOME SELECTED PERFORMANCE INDICATORS	SOME SELECTED PERFORMANCE INDICATORS																																										
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OPS VALUES: Trust | Fairness | Diversity | Excellence | Creativity | Collaboration | Efficiency | Responsiveness

Additional performance indicators have been developed and will be tracked to demonstrate progress and results related to the three priority areas in the OPS Human Resources Plan 2008–2011.

How Ministries are Delivering the OPS HR Plan Vision and Strategies

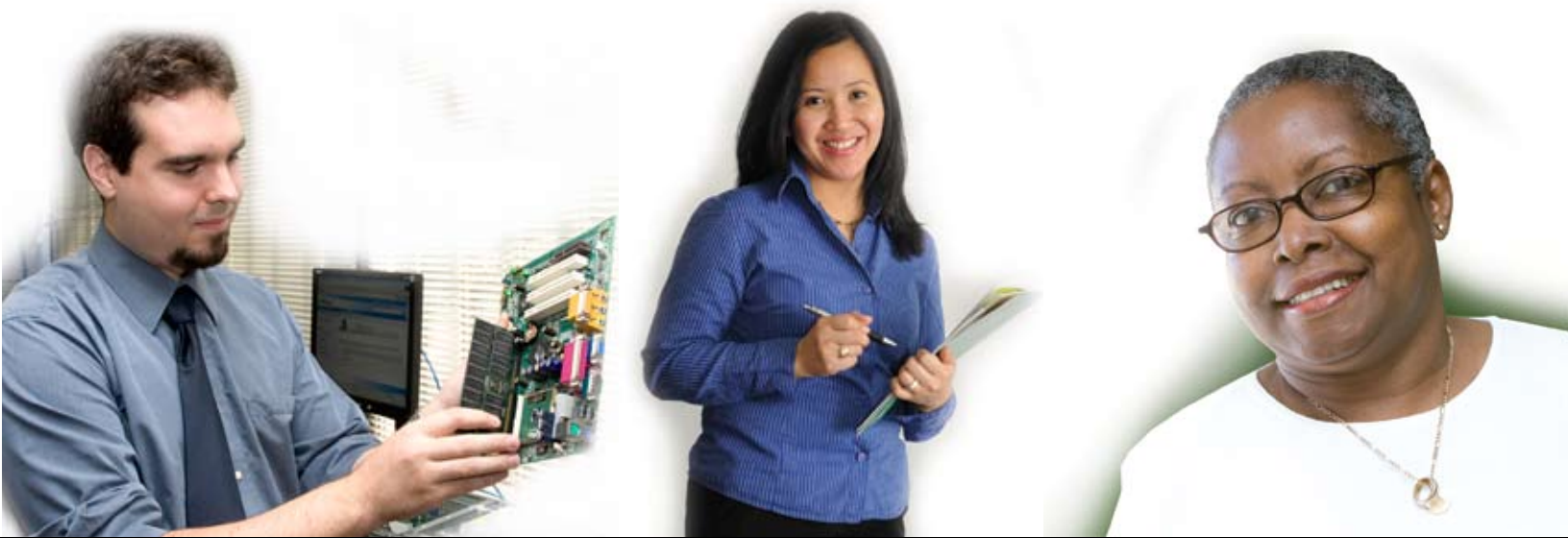
The following are examples of initiatives that ministries have undertaken to deliver the OPS HR Plan vision and strategies:



Attracting and Recruiting Diverse Talent

- Promoting the OPS as an employer of choice, Ministry of Finance gave presentations to over 100 graduates at six universities in the spring of 2009.
- Using the mass recruitment provisions in new collective agreements to reduce advertising costs and competition timeframes - (e.g. Ministry of the Attorney General to hire courtroom staff; Ministry of Transportation to hire transportation enforcement officers).
- Developing outreach materials and programs. Ministry of the Attorney General and Ministry of Revenue developed brochures and websites to attract specific audiences (e.g. Aboriginal Summer Law Program and Strategic Legal Recruitment & Development Initiative; Ministry of Transportation attracts engineer development students and engineer transportation technology students from university programs through a four-year rotational internship program - 100 have been hired into the program to date).

- Creating several diversity leadership teams and ministry-specific diversity strategies and action plans (e.g. Ministries of Natural Resources, Transportation, Agriculture, Food and Rural Affairs, Citizenship, Culture, Tourism). Activities have included 100% of senior leaders completing Equitable Leader Assessments (Ministry of Government Services); all staff information sessions (Ministries of Citizenship, Culture, and Tourism, Community and Social Services, Children and Youth Services); introduction of Diversity Mentoring Program (Ministries of Labour, Ministry of Government Services, Municipal Affairs and Housing, Environment); intranet sites explaining and celebrating diversity (Ministry of Finance).
- Implementing a diversity mentoring pilot program (Ministry of Finance) involving nine assistant deputy ministers as mentors and nine mentees. Initial feedback indicates tremendous value in getting to know others at different career stages and in the ministry recognizing, through this program, the importance of diversity in the workplace.
- Developing the Internationally Trained Engineering Program aimed at providing work experience to new Canadians and immigrants to support them in obtaining a professional engineer license (Ministry of Transportation).



Building Capacity

- Developing a competency framework for the financial community to help staff focus on learning and work experience needed to build financial competencies (Ministry of Finance).

- Introducing “IT Source”, an innovative business model that permits a central group of mobile Information & Information Technology (I & IT) professionals to be deployed to various I & IT projects across the OPS for the duration of a particular project/assignment (I & IT Strategic Business Unit).

- Developing learning and development programs focused on specific employee groups:

- *Ministries of Education, Training, Colleges, and Universities, and Municipal Affairs and Housing have developed excellence in leadership programs for managers.*

- *The Ministry of Municipal Affairs and Housing has also developed an Aspiring Leaders Program for non-management employees*

- *Ministries of Education and Training, Colleges, and Universities have developed an award-winning initiative for administrative employees that is being adapted by other ministries (e.g. Ministry of Health and Long Term Care).*

- Creating an Evaluation and Research Learning Program to build policy capacity in the Ministries of Education and Training, Colleges, and Universities.

- Engaging policy community (from various ministries) in collective talent management discussions.

- Receiving Canada Award for Excellence and attaining the final level of certification in Progressive Excellence Program from National Quality Institute (Ministry of Northern Development and Mines MNDM). This achievement supports many of the OPS HR Plan priorities, particularly those related to employee engagement and customer service, leadership/management, people focus, and inclusive work environment. MNDM is the first Ontario ministry to receive this prestigious standing.



Engaging Employees

- Introducing exit and entry interview programs to provide a confidential forum for employees to speak about their experience in working at the Ministries of Education and Training, Colleges, and Universities.
- Creating the Centre for Career Growth and Advancement to support employees in their career development (Ministry of Revenue). This was created as part of the Strategic Leadership Team's cultural transformation strategy and in response to the OPS Employee Survey results that indicated a key priority area for improvement was "opportunities for growth and advancement".
- Developing a mentoring initiative, which matched members of Tomorrow's Ontario Public Service (TOPS) with participants in the Leadership Education and Development School (LEADS) leadership program; to date there have been 24 pairings (Ministry of Revenue).
- Presenting mental health issues at a recent leadership forum designed to raise awareness and build on our corporate wellness strategy (Ministry of Labour).
- Launching employee engagement initiative involving over 100 employees and management staff in the development of an action plan to improve employee engagement (Ministry of the Environment).

Information and Resources

Looking for more information?
There is a wealth of resources available to you. Here are some links to get you started:

HROntario Services Portal

MyOPS > All Services > HROntario Services

HR Openweb (<http://intra.hropenweb.gov.on.ca/>)

- Employee Engagement Measurement Program (OPS Employee Survey)

- Modernization Division (<http://intra.mgs.gov.on.ca/MGSHome/MODHome/tabid/661/Default.aspx>)

MyOPS Homepage

(<http://intra.myops.gov.on.ca/>), with links to:

- OPS Employee Survey
- Centre for Leadership and Learning
 - Youth and New Professionals
- OPS Framework for Action reports
 - OPS Wellness Website

OPS Careers

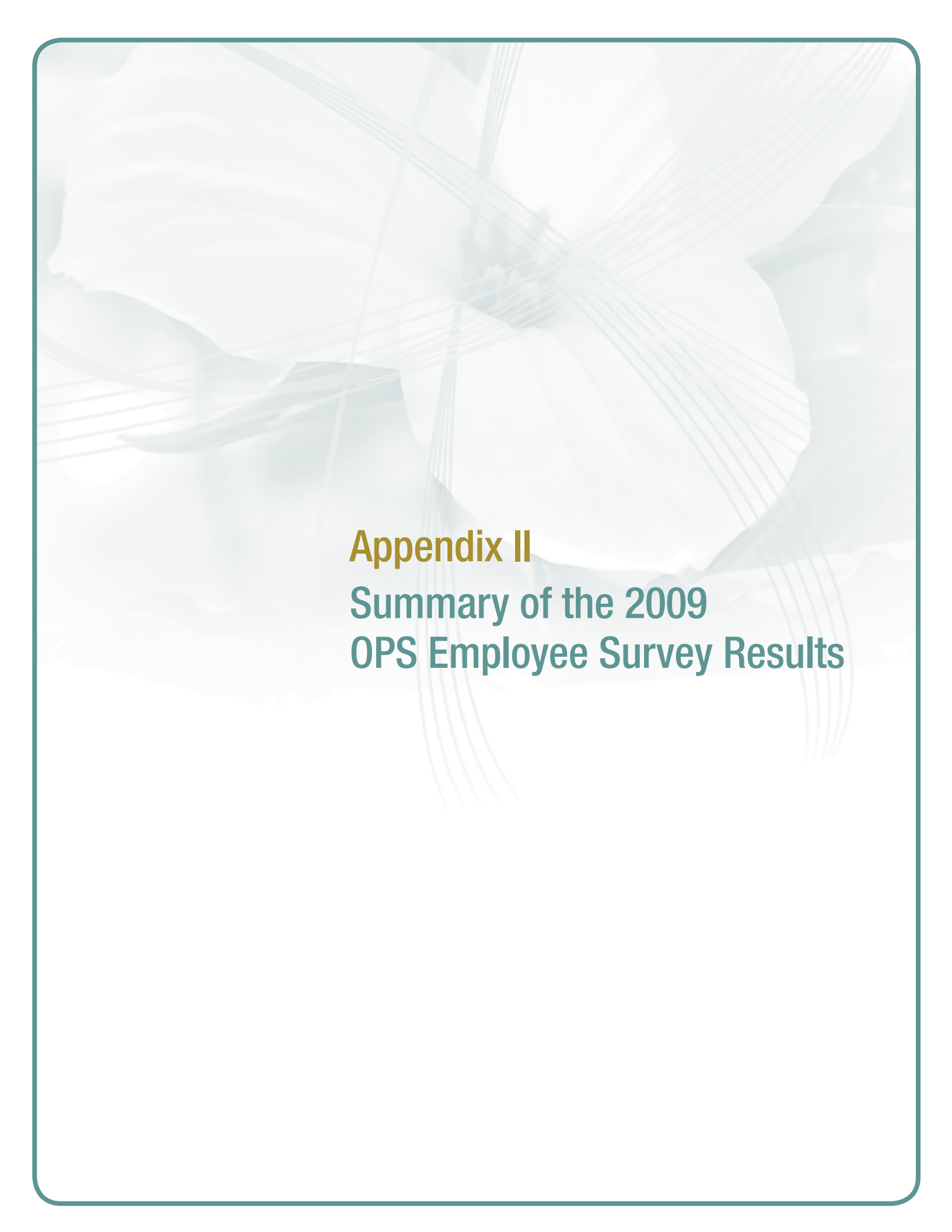
(<http://intra.careers.gov.on.ca/>)

OPS Orientation

(<http://intra.opsorientation.gov.on.ca/>)

Secretary of the Cabinet's Corner

(<http://intra.secretaryofthecabinet.gov.on.ca/>)



Appendix II

Summary of the 2009 OPS Employee Survey Results



Summary of the 2009 OPS Employee Survey Results

This summary reports the favourable responses (strongly agree/agree) for each question in the 2009 OPS Employee Survey. Employees were surveyed February 23 – March 27, 2009. The survey was conducted by Ipsos Reid.

OPS Employee
Engagement Index: 72.47

2009 OPS Response Rate

Overall 58.9% (41,604 respondents)

Feedback on Communication and Actions Related to the Employee Survey Results

2007 Results Communicated
Yes 50% No 20% Don't Know 30%

Awareness of Actions Taken
Yes 21% No 40% Don't Know 39%

Confidence that results from the 2009 Employee
Survey will be addressed 29%

2009 Top Improvement Priorities

1. Leadership Practices
2. Opportunities for Growth and Advancement
3. Organizational Communication
4. Fair HR Practices
5. Learning and Development Opportunities (at par with Fair HR Practices)

Key Engagement Indicators

I am satisfied with my job	67%
I am satisfied with my ministry	57%
Overall, I am satisfied in my work as an OPS employee	67%
I am proud to tell people I work for the OPS	66%
I am proud to work for my ministry	74%
I would prefer to stay with the OPS, even if offered a similar job elsewhere	67%
I am inspired to give my very best	72%
I would recommend the OPS as a great place to work	67%
I strive to improve my ministry's results	83%

Leadership Practices

My ministry is on the right track in its planning for the future	47%
I have confidence in the senior leadership of my ministry	48%
Senior leadership in my ministry makes timely decisions	38%
Senior leadership of my ministry is genuinely interested in the well-being of employees	42%
Senior leadership in my ministry provides clear direction	39%

Opportunities for Growth and Advancement

I am satisfied with the way my career is progressing in the OPS	52%
I have opportunities for career growth within the OPS	47%

Organizational Communication

There is good communication between my work unit and other areas that we are involved with	51%
In my work unit, the right information gets to the right people at the right time	45%
Essential information flows effectively from senior leadership to staff	36%
Essential information flows effectively from staff to senior leadership	37%

Fair HR Practices

Hiring, promotion and other staffing processes in my ministry are fair and free from favouritism	34%
Hiring, promotion and other staffing processes in my ministry are conducted in an open manner	38%
The OPS hires and promotes people based on their skills, abilities and experience	51%
My ministry actively supports a diverse workplace	66%
The OPS demonstrates its commitment to diversity in the workplace	64%
My most recent performance appraisal reflects my performance	61%

Learning and Development Opportunities

I feel that I am always learning something new in my job	61%
My ministry supports my work-related learning and development	57%
The quality of training and development I have received is very good	52%
The amount of training and development I have received has met my needs	46%

Recognition

My ministry does a good job formally recognizing its employees	38%
I receive meaningful recognition for work well done	51%

Work/Life Balance

I have support at work to balance my work and personal life	57%
I get support for my participation in volunteer activities in my community	53%
I believe that senior leadership of my ministry is committed to a healthy work-life balance for employees	43%



Summary of the 2009 OPS Employee Survey Results

This summary reports the favourable responses (strongly agree/agree) for each question in the 2009 OPS Employee Survey. Employees were surveyed February 23 – March 27, 2009. The survey was conducted by Ipsos Reid.

Independence and Innovation

I have the independence I need to make decisions about my daily work	66%
Innovation is valued in my work unit	53%
I have opportunities to provide input into decisions that affect my work	57%
I feel free to express opinions that diverge from those of management without fear of reprisal	49%

Quality of Service Provided

I have support at work to provide a high level of service	59%
The work I do gives citizens good value for their tax dollars	76%
People in my work unit place a high value on providing good service to our clients	75%
My work unit is making an effort to improve service quality	68%
The service my work unit provides meets the needs of diverse clients	64%
In my work unit, we measure and monitor to make sure that we are meeting our goals	59%
In my work unit, we provide timely service to our clients	70%

Job Fit

My work provides me with the right level of challenge	61%
My job is a good fit with my skills and interests	67%

Clear Expectations and Direction

I clearly understand the mandate and goals of my ministry	73%
I know how my work contributes to the achievement of my ministry's goals	75%

Direct Supervision

I have a positive working relationship with the person I report to	78%
The person I report to is an effective leader	62%
The person I report to keeps me informed of things that I need to know	62%
The person I report to consults me on decisions that affect my work	62%
The person I report to treats me fairly	75%
The person I report to gives me constructive feedback on my work	63%
Managers in my area make timely decisions	49%
I am satisfied with the quality of supervision I receive	67%

Orientation/On-Boarding

Overall, I was satisfied with the orientation I received for this job	46%
I received all the information I needed about the nature of the work I would do	46%

Support & Tools

I have the technology, equipment, and other tools I need to do my job well	60%
My physical work environment allows me to contribute fully to my job	63%

Workplace Culture/Morale

People in my work unit take pride in their work	72%
The morale in my work unit is low	30%

Safety and Well-Being

I have a healthy and safe work environment	65%
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Co-Worker Relationships

I have positive relations with my co-workers	84%
The people I work with value my ideas and opinions	64%

Performance Barriers

I experience too much stress and anxiety at work	28%
I spend too much time working below my abilities	25%

Commitment to Public Service

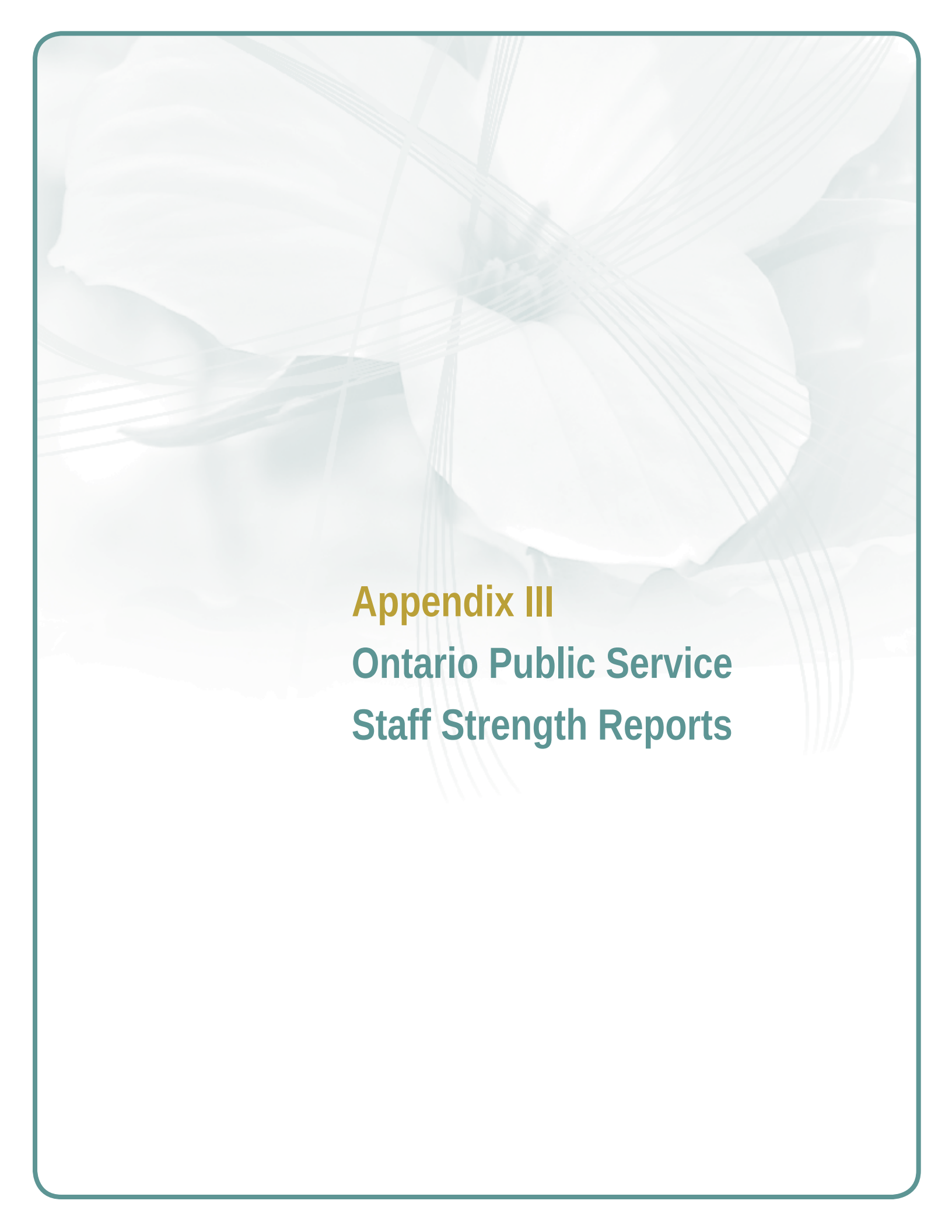
Serving the public good is a very important factor in my decision to work for the OPS	76%
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Discrimination

I have experienced discrimination in my work unit in the past 12 months	14%
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Performance Appraisal

Had a performance appraisal in past 12 months	74%
My performance appraisal reflects my performance	61%
I have a written learning plan	76%

The background of the page features a large, stylized white flower, possibly a lily, with its petals and stamens visible. Overlaid on the flower are several thin, green, curved lines that sweep across the image, creating a sense of movement and depth. The overall color palette is soft, with whites, greens, and a hint of yellow from the flower's center.

Appendix III

Ontario Public Service Staff Strength Reports

Ontario Public Service Total Staff Strength (2009-2010)
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Regular/Classified	58,395
Fixed Term/Unclassified	8,599
Crown	1,176
TOTAL	68,170

Please note: due to rounding to whole numbers, individual numbers may not add up to the total

The OPS Staff Strength report has recently been reformatted and now includes Crown employees within the Fixed Term/Unclassified category but excludes the Students and Seasonal employees from this category, showing them separately. For the sake of year over year comparability, the Public Service Commission annual report maintains the former format.

Regular/Classified Service by Geographic Location Summary (2009-2010)
--

Central	34,706
East	8,200
North	8,105
West	10,037

*TOTAL	61,047
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* This number includes 2,653 employees receiving Long Term Income Protection.

Ontario Public Service Total Staff Strength (2009-2010)

		Regular/ Classified	Fixed Term/ Unclassified	Crown	Total
2009	April	57,346	9,928	1,206	68,479
	May	57,429	12,882	1,227	71,537
	June	57,513	14,877	1,226	73,616
	July	57,598	16,601	1,166	75,365
	August	57,662	14,806	1,159	73,626
	September	57,721	11,323	1,223	70,267
	October	57,766	9,816	1,245	68,827
	November	57,904	9,469	1,189	68,562
	December	57,998	9,186	1,192	68,375
2010	January	58,267	8,385	1,176	67,828
	February	58,304	8,596	1,182	68,082
	March	58,395	8,599	1,176	68,170

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

Annual Reports prior to the fiscal year, 1991-2, 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 31, 2010 was 2,653.

Fixed Term/Unclassified staff consists of full-time and part-time OPS Fixed Term/Unclassified Service, Ministers' staff, seasonal employees and students.

Regular/Classified Service by Geographic Location (2009 -2010)

Central

Durham	2,591
Halton	1,234
Muskoka	310
Peel	1,940
Simcoe	3,392
Toronto	24,433
York	806

Subtotal	34,706
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East

Frontenac	1,823
Haliburton	66
Hastings	328
Kawartha Lakes	699
Lanark	506
Leeds and Grenville	439
Lennox and Addington	297
Northumberland	340
Ottawa – Carleton	1,477
Peterborough	1,195
Prescott and Russell	202
Prince Edward	173
Renfrew	308
Stormont, Dundas and Glengarry	346

Subtotal	8,200
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North	
Algoma	1,181
Cochrane	763
Kenora	868
Manitoulin	57
Nipissing	1,318
Parry Sound	169
Rainy River	180
Sudbury	1,527
Thunder Bay	1,825
Timiskaming	218
Subtotal	8,105
West	
Brant	294
Bruce	176
Chatham-Kent	278
Dufferin	82
Elgin	279
Essex	758
Grey	286
Haldimand-Norfolk	410
Hamilton-Wentworth	1,344
Huron	290
Lambton	347
Middlesex	2,304
Niagara	1,233
Oxford	216
Perth	163
Waterloo	546
Wellington	1,028
Subtotal	10,037
TOTAL	61,047

Regular/Classified Service by Ministry (2009-2010)

Aboriginal Affairs	123
Agriculture and Food	912
Attorney General	6,654
Cabinet Office	189
Children and Youth Services	2,304
Citizenship and Immigration	275
Community and Social Services	4,085
Community Safety	9,266
. Correctional Services	6,528
Culture	123
. Ontario Heritage Trust	47
. Ontario Media Development Corporation	48
. Ontario Science Centre	222
Economic Development	155
Education	1,353
Energy and Infrastructure	276
Environment	2,189
. Ontario Clean Water Agency	651
Finance	1,203
. Financial Services Commission	423
. Ontario Financing Authority	163
Francophone Affairs	20
Government Services	6,048
Health and Long-Term Care	3,990
Health Promotion	112
International Trade and Investment	119
Labour	1,414
Lieutenant Governor	4
Municipal Affairs and Housing	688
Natural Resources	3,243
Northern Development and Mines	374
Office of the Premier	1
Research and Innovation	116
Revenue	2,199
Small Business and Consumer Services	196
Tourism	130
. Ontario Place	55
. St. Lawrence Parks Commission	49
. Ontario Tourism Marketing Partnership Corporation	87
Training, Colleges and Universities	1,221
Transportation	3,796

TOTAL	61,047
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OPP Uniformed Staff are reported in the figures for Community Safety and Correctional Services. They consist of 5,868 as of March 31, 2010.
Niagara Escarpment Commission is included in Ministry of Natural Resources.
Not all agencies and commissions are listed separately. Those unlisted are included in the associated ministries.

Regular/Classified Service by Age Intervals (2009-2010)
--

Under 25	480
25 – 34	9,878
35 – 44	15,794
45 – 54	22,411
55 – 64	11,877
65 and over	608
TOTAL	61,047

Regular/Classified Service by Staff Type (2009-2010)

Regular	56,513
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Probationary	4,534
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TOTAL	61,047
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Regular/Classified Service by Gender (2009-2010)

Males	27,373
Females	33,674
TOTAL	61,047

Regular/Classified Service by Salary Intervals (2009-2010)

Under \$20,000	19
\$20,000 - \$29,999	46
\$30,000 - \$39,999	858
\$40,000 - \$49,999	11,401
\$50,000 - \$59,999	7,064
\$60,000 - \$69,999	11,573
\$70,000 - \$79,999	12,916
\$80,000 - \$89,999	7,494
\$90,000 - \$99,999	3,952
\$100,000 and over	5,723
TOTAL	61,047

**Appointments to the Regular/Classified Service
By Month
(New Hires and Fixed Term/Unclassified to
Regular/Classified)
Full and Part-Time Staff
(2009-2010)**

	New Hires	Fixed Term/Unclassified to Regular/Classified
April 2009	77	169
May	196	134
June	95	209
July	124	175
August	73	183
September	89	152
October	93	172
November	117	169
December	89	137
January 2010	103	433
February	69	142
March	79	163
TOTAL	1,204	2,238

**Appointments to the Regular/Classified Service
By Salary Intervals
(New Hires and Fixed Term/Unclassified to
Regular/Classified)
Full and Part-Time Staff
(2009-2010)**

	New Hires	Fixed Term/Unclassified to Regular/Classified
\$30,000 - \$39,999	27	62
\$40,000 - \$49,999	320	686
\$50,000 - \$59,999	129	376
\$60,000 - \$69,999	169	684
\$70,000 - \$79,999	207	230
\$80,000 - \$89,999	155	98
\$90,000 - \$99,999	88	47
\$100,000 and over	109	56
TOTAL	1,204	2,238

Appointments to the Regular/Classified Service By Age Intervals (New Hires and Fixed Term/Unclassified to Regular/Classified) (2009-2010)

	New Hires	Fixed Term/Unclassified to Regular/Classified
Under 25	85	217
25 - 34	403	1,102
35 - 44	370	526
45 - 54	274	300
55 - 64	72	91
65 and over	1	4
TOTAL	1,204	2,238

Appointments to the Regular/Classified Service By Appointment Type and Gender (2009-2010)

	Males	Females	Total
New Hires	685	518	1,204
Fixed Term/Unclassified to Regular/Classified	886	1,352	2,238
TOTAL	1,572	1,871	3,442

Exits from the Regular/Classified Service By Salary Intervals (2009-2010)

\$20,000 - \$29,999	4
\$30,000 - \$39,999	45
\$40,000 - \$49,999	514
\$50,000 - \$59,999	439
\$60,000 - \$69,999	356
\$70,000 - \$79,999	326
\$80,000 - \$89,999	283
\$90,000 - \$99,999	147
\$100,000 and over	233
TOTAL	2,347

Exits from the Regular/Classified Service By Age Intervals (2009-2010)
--

Under 25	16
25 - 34	260
35 - 44	305
45 - 54	557
55 - 64	1,005
65 and over	204
TOTAL	2,347

Exits from the Regular/Classified Service By Years of Regular/Classified Service (2009- 2010)
--

Years of Regular/Classified Service	Exits
Less than 1 year	77
Less than 2 years	64
Less than 3 years	76
Less than 4 years	51
Less than 5 years	75
Less than 6 years	59
Less than 7 years	60
Less than 8 years	67
Less than 9 years	82
Less than 10 years	75
Less than 15 years	166
Less than 20 years	178
Less than 25 years	386
Less than 30 years	327
Less than 35 years	400
35 years or more	205
TOTAL	2,347

Exits from the Regular/Classified Service By Reason and Gender (2009-2010)
--

	Males	Females	Total
Retirement	604	638	1,242
Dismissal	44	16	60
Release	67	173	240
Resignation	274	435	709
Death	48	48	96
TOTAL	1,037	1,310	2,347

