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2018 Public Service Commission annual report

The Public Service Commission annual report for 2018 describes agency activities and performance analysis for the year.

On this page

- 1. [Message from the Chair of the Public Service Commission](#)
- 2. [Public Service Commission - overview](#)
- 3. [Human resources in the OPS](#)
- 4. [Key achievements 2017-2018](#)
- 5. [Human Capital Plan for the OPS HR community](#)
- 6. [Policy agenda and priorities](#)
- 7. [Public Service Commission members \(as of January, 2018\)](#)
- 8. [OPS enterprise HR community \(as of March 31, 2018\)](#)
- 9. [OPS HR plan 2015-2020 at-a-glance](#)
- 10. [OPS workforce facts \(as of March 31, 2018\)](#)
- 11. [Related](#)

Message from the Chair of the Public Service Commission

Every day, Ontario Public Service (OPS) employees deliver policies, programs and services to the province’s residents. The OPS is reliant on a skilled, diverse and engaged workforce to deliver on government priorities.

As the work of the OPS has become increasingly complex, we must continue to transform the way we work so that we are better positioned to embrace and adapt to change. Effective human resource planning, policies and programs continue to be key enablers.

A new focus on the OPS of the future has begun, with a vision to be a leading public service that is inclusive, innovative, responsive and accountable.

In the past year, we have made progress against the Public Service Commission business plan for 2017-2020, and have continued to advance the priorities, strategies and measures from the OPS HR Plan 2015-2020 to further build a positive and inclusive workplace culture, develop engaged and innovative leaders, and implement effective and fair HR practices.

The OPS was recognized as one of Canada's Best Employers and won recognition in several other categories including: Greater Toronto's Top Employers (2018) for the 10th year in a row; Canada's Top Employers for Young People (2018) for the sixth year in a row; Canada's Best Diversity Employers (2018) for the 11th year in a row and one of Canada's Greenest Employers (2018) for the ninth year in a row.

We are proud of the progress made this past year. We will continue to build a resilient, responsive and adaptable public service that delivers quality public services to the people of Ontario.

Diane McArthur

Chair of the Public Service Commission

Public Service Commission - overview

Agency description

The Public Service Commission (PSC) was created pursuant to the *Public Service of Ontario Act, 2006* (PSOA) to ensure the effective management and administration of human resources in the OPS.

Its authority to issue directives and policies regarding the terms and conditions of appointment for public servants is delegated by the Management Board of Cabinet. The PSC is defined as a Regulatory Agency (without governing board) under the Agencies and Appointments Directive.

Mandate

The PSC may exercise the powers and shall perform the duties and functions assigned to it under PSOA or any other Act, including those prescribed by the Lieutenant Governor in Council and those delegated by the Management Board of Cabinet (MBC).

The mandate of the PSC is to ensure:

- the effective management and administration of human resources in relation to public servants that the PSC or its delegates appoint to employment by the Crown under Part III of PSOA

- the non-partisan recruitment and employment of public servants that the PSC or its delegates appoint to employment by the Crown under Part III of PSOA.

Reporting

- PSC met its responsibility to post the Public Service Commission annual report for 2016-17 and the Public Service Commission business plan for 2017-2020 within the required timelines.

Public Service Commissioners' conference

In September 2017, the PSC Chair attended the 54th annual Public Service Commissioners' Conference in St. Andrews, New Brunswick, attended by each province and territory, as well as by the Federal Government.

This conference provided the opportunity to share best practices across jurisdictions. It also, facilitated networking among public service commissioners and allowed sub-committees to work jointly on studies of common interest.

This year's theme was "A Proud, Productive and Professional Public Service", with topics including: talent pipelines, digital government and citizen-led design of government services and creativity.

OPS of the Future: 2018 Action Plan

To better position the Ontario Public Service for the future, on April 12, 2018, the [OPS of the Future: 2018 Action Plan](#) was launched. The Action Plan is the culmination of more than a year of engagement with thousands of OPS employees at all levels of the organization, in all regions of the province and with external partners. It outlines a new vision: To be a leading public service that is inclusive, innovative, responsive and accountable.

This vision is underpinned by the following three pillars, which in turn, are supported by a set of measurable key commitments:

- **Passionately serve Ontarians:** The OPS will deliver better services by working with and for Ontarians.
- **Boldly enable change:** The OPS will champion new ways of working and encourage new approaches to solving problems.
- **Actively empower employees:** The OPS will focus on providing employees with the necessary tools and support to succeed in the workplace.

Human resource policies and practices will continue to evolve to better enable this vision of the future OPS.

Human resources in the OPS

The **Public Service Commission** provides enterprise-wide direction for the effective management of human resources (HR) in the OPS. More specifically, it is responsible for:

- issuing directives and policies for the effective management of human resources
- ensuring that the employment of public servants ^[1] is based on ethical and non-partisan practices, and
- considering various employment actions, including appointments at the assistant deputy minister level and dismissals without cause.

The Treasury Board Secretariat (TBS) represents the “employer” on enterprise-wide human resource management initiatives. The Ministry leads the development of human resource policies and strategies to enable business outcomes within ministries. Key activities as the employer include:

- strategic HR planning and workforce analytics
- corporate and agency governance
- employee relations, compensation and collective bargaining
- learning, including leadership development and talent management
- employee experience
- strategic enterprise policy and advice; and,
- public appointments.

The Ministry of Government and Consumer Services (MGCS) implements HR policies – developing and delivering HR programs and services to ensure the OPS attracts and retains talent, fosters a supportive environment for employees and enables ministry business results. MGCS also delivers a range of pay and benefits services for employees.

The OPS Inclusive Diversity Office within the Cabinet Office works collaboratively with ministries and enterprise HR functions to create an open, accessible, equitable and respectful workplace at all levels.

The Anti-Racism Directorate (ARD) works to eliminate systemic racism in government policies, decisions and programs to help everyone reach their unique potential and fully participate in the OPS workforce and society.

OPS HR Plan 2015-2020

The OPS HR Plan 2015-2020: *Building on our Strengths – Leading Change for the Future* continues to

provide the OPS with a roadmap for strategic human resource planning to ensure that the OPS fosters a high-performing public service that attracts and retains the best employees.

This multi-year plan is evidence-based and addresses three priority areas:

- Fostering a positive and inclusive workplace culture
- Developing engaged and innovative leaders
- Implementing effective and fair HR practices.

Work continued corporately and across ministries, focusing on the plan's three priority areas. An annual OPS HR Plan progress report was developed and communicated in November, 2017.

Key achievements 2017-2018

OPS Inclusion and Diversity Blueprint

The OPS Inclusion & Diversity Blueprint was approved by the PSC on October 27, 2017 and launched on November 15, 2017.

The Blueprint is part of an integrated approach by the OPS Inclusive Diversity Office, the Anti-Racism Directorate and the Accessibility Directorate of Ontario to create an open, accessible, equitable and respectful workplace where all employees participate fully and collaborate in the development of policies, programs and services that meet the needs and expectations of all Ontarians.

The Blueprint sets out three strategic priorities:

- Diversify the talent pipeline
- Advance inclusive leadership
- Build capacity to deliver more inclusive public services.

Through these priorities the Blueprint commits the OPS to identifying and addressing systemic barriers, strengthening inclusive leadership competencies, setting goals and targets to diversify leadership and measuring and reporting on outcomes.

Succession planning

Succeeding Talent in executive positions (STEP) pilot program

In 2017-18, the Succeeding Talent in Executive Positions (STEP) pilot program concluded after four years. The program was launched in July 2013 to support the OPS's succession management efforts by

accelerating the development of 15 individuals with leadership potential to fill priority executive positions. The program was piloted for the Chief Administrative Officer (CAO) role, a key role in the OPS that requires a skillset of HR, finance, policy, and operations.

Seventy per cent of learning was through on-the-job stretch deployment assignments; 20 per cent through relationships such as peer learning (“STEP Cohort Cafes”), wikis (STEP Wiki), action learning projects, executive coaches, and mentors; and 10 per cent through formal learning activities such as classroom sessions, e-courses, articles, and books.

The pilot program resulted in four managerial promotions to directors, three permanent CAO promotions, two permanent assistant deputy minister promotions and 33 total deployments. Currently, a review is underway to evaluate the program’s relevance, effectiveness, efficiency and sustainability in the development of OPS senior executive leaders.

OPS leadership strategy

The strategy is intended to support the OPS HR Plan 2015-20 goal of ‘Engaged and Innovative Leaders’. It will define and align OPS-wide efforts related to talent acquisition, talent sustainability and leadership practices in order to meet changing business requirements, support the evolving role of leaders and address leadership demographic shifts.

In 2017-18 a co-design approach was adopted to develop a leadership model which will serve as the foundation for the OPS Leadership Strategy as well as replace the existing Leader-Manager Competency Model. Public Service Commission members participated in the co-design of the model by providing key inputs through two deputy minister retreats.

OPS Fellowships

Following an extensive review, a new and more strategic direction for OPS Executive Fellowships was approved. As of 2017-18, OPS Fellowships are:

- Dedicated to research missions that align to OPS business priorities and emerging issues
- Intended for high-performing, mid-career (10+ years left) talent at the director level and above

Four research missions were approved, three of which were in progress at the end of the fiscal year, 2017-2018. The fourth fellowship is currently on hold, at the discretion of the home ministry. Fellows are directly supported by university partners (Queens University, the University of Toronto and Ryerson University) in facilitating research that benefits the OPS. Fellows will return to the OPS to implement their research projects in alignment with longer-term OPS business priorities.

Employee Performance Assessment Framework

In 2017-18, a Performance Assessment Framework that aligns with the new three-point rating scale outlined in the Merit and In-Range Movement Policy was approved. It will apply from 2018-19 onward for all Talent Management participants (Management Compensation Plan (MCP) individual contributors, managers, and executives).

The framework outlines the four components on which specific employee groups are evaluated. It includes behaviours consistent with the OPS values, individual task performance, collaborative impact and embracing change.

The three performance ratings and five subcategories, will help managers differentiate performance and deliver targeted messages to employees when fully implemented. The new framework supports more effective performance planning and assessment, and:

- Aligns to the skillsets the organization will need for the OPS of the future
- Increases focus on the OPS values
- Facilitates and encourages more effective performance conversations
- Allows for more differentiation of performance by managers (which is also helpful for other HR purposes, such as talent management searches)
- Enables employees to optimize performance.

Human Capital Plan for the OPS HR community

Service Driven | People Focused, the Human Capital Plan for the OPS HR Community, was launched in July 2017. The creation of a Human Capital Plan (HCP) for HR professionals falls under the effective and fair HR practices priority of the OPS HR Plan 2015-20. The plan identifies community-building, learning, and talent management as three priority areas of strategic importance for the HR function that will drive service excellence and enable public service transformation. Initiatives supporting these priorities will be phased in over three years.

The implementation of the HCP is guided by the principles of shared accountability. Project teams and project charters for all year-one initiatives have been established with director leadership and HR ADM sponsorship. Project teams are in the research and analysis phase conducting best practice research, consultations and leveraging survey data to identify gaps and inform decisions.

Active communication and engagement of the HR community is essential to the success of the HCP. As an example, the HR Employee Value Proposition (EVP) project team produced a video as an innovative way to engage and promote understanding of an EVP.

Project teams are linking to work underway across the HR community, as well as OPS priorities. In support of expanding the human resources/labour relations learning curriculum initiative, the Foundations for HR Practitioners Program was launched in February 2018 to develop knowledge, skills and competencies required to provide strategic and client-centred advice and service. The HCP project team has also connected with the recently launched LR Learning Strategy.

In March 2018, the Performance Measurement Framework approach was approved which will assess the impact on HR professionals and the organization. Components of the framework include a logic model, performance measures, data collection and a reporting strategy. Measuring the impact of the plan will be a shared accountability between MGCS, project teams and other stakeholders as appropriate (i.e. HR Community, program areas), and will be an ongoing journey long after the initiatives have been implemented.

Policy agenda and priorities

Aligned with the OPS HR Plan commitment to streamline and modernize HR policies through regular policy reviews and evaluations to ensure relevancy and effectiveness, the PSC confirmed the HR policy review agenda and planned priorities for the year in the first quarter of 2017-18.

For greater efficiency, the PSC continued to use a streamlined approach to seeking approval of non-substantive changes to HR policies. Such changes include clarification of existing requirements, terminology or roles, and updating ministry names.

OPS Anti-Racism Policy and strategy implementation

The OPS Anti-Racism Policy was approved by the PSC on February 2, 2018 and came into effect on April 2, 2018.

The Anti-Racism Policy aims to eliminate systemic racism and advance racial equity in the Ontario Government and its institutions. It commits the OPS to lead by example through the development and implementation of an evidence-based enterprise-wide anti-racism approach to address systemic racism head-on.

The policy requires that the Anti-Racism Directorate lead the development of a multi-year, enterprise-wide Anti-Racism Program, as well as coordinate and support ministries' and Commission public bodies' implementation efforts.

The 2018-2020 program elements are:

- Systemic racism barrier identification and removal

- Anti-racism competency and capacity building
- Leadership diversification
- Review of Workplace Discrimination and Harassment Prevention (WDHP) program with an anti-racism focus.

Public Service Oath of Office

Respect for Indigenous peoples and their rights is an integral part of delivering key services and programs for Ontarians. In 2017, the PSC endorsed changes to the public service oath and affirmation requirements that stemmed from a review of the Oath of Office in the context of The Journey Together – Ontario's Commitment to Reconciliation with Indigenous Peoples. Effective November 6, 2017, following further approvals, the oath and affirmation requirements for public servants in Ontario Regulation (O. Reg.) 373/07 under the (PSOA) were revised.

The Oath and Affirmation of Office for public servants were updated to recognize and affirm the Aboriginal and treaty rights of Indigenous peoples in the Constitution in relation to respecting the laws of Canada and Ontario. These changes demonstrate a positive step towards reconciling relationships with Indigenous peoples across the province.

Occupational Health and Safety, Workplace Violence Prevention and Respectful Workplace Policies

In 2017, the annual review of the health and safety policies as required under the *Occupational Health and Safety Act* (OHSA) was completed. The PSC approved non-substantive updates to the Occupational Health and Safety Policy, the Workplace Violence Prevention Policy and the Respectful Workplace Policy (Policy to Support a Respectful Workplace and Prevent Workplace Harassment and Discrimination) in compliance with legislated requirements.

Respect Works campaign

The PSC endorsed the proposed approach for a Respect Works campaign that was launched across the OPS in November, 2017. The purpose of the campaign is to continue to foster a workplace culture of respect and raise awareness about what a respectful work environment means, why it is important, and how we can all help prevent and address related issues. The campaign supports the Respectful Workplace Policy (Policy to Support a Respectful Workplace and Prevent Workplace Harassment and Discrimination) launched in 2016.

Non-bargaining compensation policy and related changes

As part of the Long-term Compensation Strategy for Non-Bargaining Employees (the Strategy), the

Management Job Evaluation Plan (MJEP) implemented in 2017, was developed to provide a modern job evaluation system for managers and individual contributors, ensuring consistency and equity among employees and work of comparable value. PSC endorsed the plan and approved transitional pay administration provisions to support implementation.

To align with changes related to the MJEP, in 2017, the PSC approved updates to the Employment Policy and Secondment to a Minister's Office policy. Changes to the Employment Transition Support Program were also endorsed.

Another element of the Strategy was the development of new merit policies for managing lawyers (Crown Counsel 5A) and employees in the Management Compensation Plan which PSC approved.

In addition, the PSC approved revisions to the Merit Increases Directive and Guideline as well as revisions to the Merit/Pay for Performance Operating Procedures for Crown Counsel 3 and 4 lawyers.

Attendance Policy

In 2017, PSC approved an updated Attendance Policy and the enterprise threshold for entry into the attendance program for the 2018 calendar year. The policy and Enterprise Attendance Threshold took effect on January 1, 2018.

The policy sets out the principles and mandatory requirements to support employees with achieving regular attendance and managing short-term sick absences.

The policy establishes an enterprise attendance threshold which sets out the clear requirement for managers to advise employees when they have exceeded the threshold and follow the enterprise program.

Staffing Management and Control Directive

TBS conducted a review of the Staffing Management and Control Directive as part of the ongoing commitment to streamline policies.

The PSC endorsed proceeding to Management Board of Cabinet to rescind the outdated directive. The directive was rescinded in November, 2017 as key responsibilities have been captured in other policy instruments.

Gender identity and sex information in OPS Enterprise HR products/forms

In March 2017, the Ontario Government approved an OPS-wide Gender Identity Policy to ensure there is a consistent approach to how ministries collect, use, retain and display a person's sex designation and gender identity information on public forms and other products like cards and licenses.

In 2017, the PSC approved an OPS HR enterprise approach which supports the guiding principles of Ontario's public-facing gender identity policy. The OPS is revising practices related to the collection, use, and retention of OPS employee gender identity and sex information in OPS HR products/systems to align with the Gender Identity Policy.

Conflict of Interest Financial Declaration process

The PSC continued to meet its responsibility under the PSOA and its regulations to maintain a list of positions which routinely work on one or more matters that might involve the private sector and have access to confidential information about those matters.

Incumbents of those positions were advised of their responsibility to file a financial declaration with the Conflict of Interest Commissioner and to avoid certain purchases of financial holdings or other interests. This is done as part of the annual Conflict of Interest Financial Declaration process. The PSC received an update on the outcome of the 2016 process and also endorsed proceeding with the same approach for managing this process in 2017.

OPS Mental Health Framework

Launched in June 2017, the OPS Mental Health Framework has been established to promote a workplace that values, protects and supports employee mental health well-being. The framework outlines the following principles:

- Employees are aware of and able to access tools and supports to assist in managing their mental health well-being, and addiction needs
- Leaders have the knowledge and tools to support the mental health well-being of their employees in the workplace
- The OPS workplace culture creates openness and trust, and is free from the stigma associated with mental illness and addiction
- The OPS is an employer known for its mental health management practices, from whom other organizations seek to learn; and
- The OPS has a strong foundation with the right policies, practices and tools to support mental health well-being.

Public Service Commission members (as of January, 2018)

Diane McArthur, Chair

Chief Talent Officer, Centre for Leadership and Learning, Treasury Board Secretariat. Regular Member

Appointment Status: No expiry. Term concurrent with appointment as Chief Talent Officer, Centre for Leadership and Learning, Treasury Board Secretariat

Janet Hannah, Secretary

Director, Executive Programs and Services, Centre for Leadership and Learning, Treasury Board Secretariat. Secretariat Support

Appointment Status: Not an appointed member; provides secretariat support

Helen Angus, Commissioner

Deputy Minister, Treasury Board Secretariat

Secretary of Treasury Board and Management Board of Cabinet. Regular Member

Appointment Status: No expiry. Term concurrent with appointment as Deputy Minister, Treasury Board Secretariat

Secretary of Treasury Board and Management Board of Cabinet

Steven Davidson, Commissioner

Deputy Minister, Policy and Delivery and Associate Secretary of the Cabinet, and Deputy Minister responsible for Anti-Racism, Cabinet Office. 2nd Year Member

Appointment Status: First term appointment March 11, 2016 to June 30, 2017. Extended July 1, 2017 to June 30, 2018

David De Launay, Commissioner

Deputy Minister, Ministry of Northern Development and Mines. 2nd Year Member

Appointment Status: First term appointment March 11, 2016 to June 30, 2017

Extended July 1, 2017 to June 30, 2018

Paul Evans, Commissioner

Deputy Minister, Ministry of the Environment and Climate Change. 1st Year Member

Appointment Status: First term appointment July 1, 2017 to June 30, 2018

Marie-Lison Fougère, Commissioner

Deputy Minister Responsible for Accessibility Deputy Minister, Office of Francophone Affairs

Deputy Minister Responsible for Seniors Affairs. 1st Year Member

Appointment Status: First term appointment July 1, 2017 to June 30, 2018

Hillary Hartley, Commissioner

Chief Digital Officer, Cabinet Office. 1st Year Member

Appointment Status: First term appointment January 3, 2018 to January 2, 2019

Laurie Leblanc, Commissioner

Deputy Minister, Municipal Affairs

Deputy Minister, Housing. 2nd Year Member

Appointment Status: First term appointment March 11, 2016 to June 30, 2017
Extended July 1, 2017 to June 30, 2018

Steve Orsini, Commissioner

Secretary of the Cabinet, Regular Member

Appointment Status: No expiry; term concurrent with appointment as Secretary of the Cabinet

Deborah Richardson, Commissioner

Deputy Minister, Indigenous Relations and Reconciliation. 4th Year Member

Appointment Status: First term appointment January 5, 2015 to January 2, 2016
Extended January 3, 2016 to January 2, 2017
Extended January 3, 2017 to January 2, 2018
Extended January 3, 2018 to January 2, 2019

Bruce Rodrigues, Commissioner

Deputy Minister, Education

Deputy Minister Responsible for Early Years and Child Care. 1st Year Member

Appointment Status: First term appointment January 3, 2018 to January 2, 2019

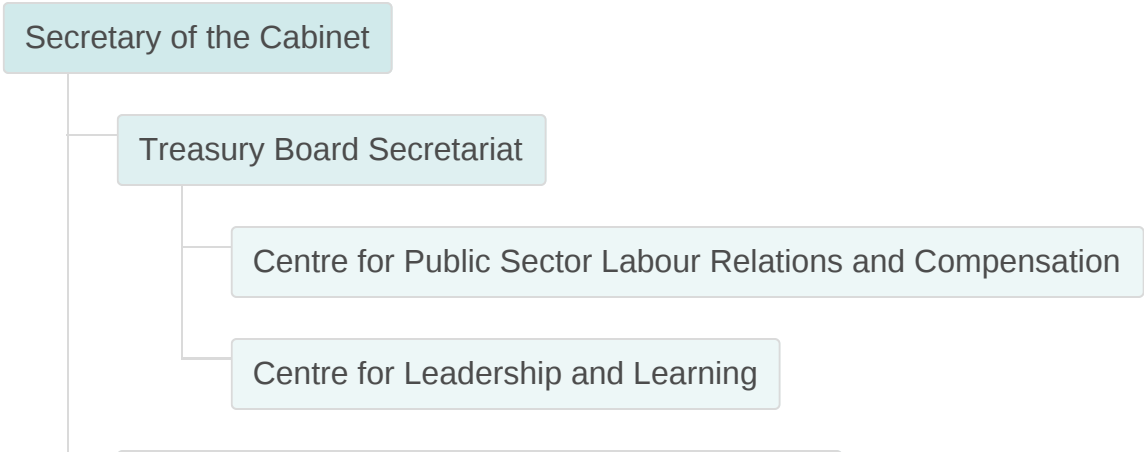
Scott Thompson, Commissioner

Deputy Minister, Ministry of Finance. 2nd Year Member

Appointment Status: First term appointment July 1, 2016 to June 30, 2017
Extended July 1, 2017 to June 30, 2018

OPS enterprise HR community (as of March 31, 2018)

The structure is as follows:





Note: **HR**Ontario is comprised of the Centre for Public Sector Labour Relations & Compensation, Centre for Leadership & Learning, **HR** Service Delivery Division and ministry Strategic Business Units. The broader **HR** community works in partnership with **HR**Ontario to deliver programs and services for the **OPS**.

OPS HR plan 2015-2020 at-a-glance

OPS HR Plan: Building on our strengths – leading change for the future, includes the **HR** vision, priorities and accompanying strategies

HR Vision: to foster a high-performing public service that attracts and retains the best employees

Priority 1: Positive and Inclusive Workplace Culture

Strategies:

- 1. Safe and healthy workplace initiatives
- 2. Inclusive workplace initiatives
- 3. Employee engagement initiatives

Priority 2: Engaged and innovative leaders

Strategies:

- 1. Competency development and succession planning
- 2. Engagement of OPS leaders
- 3. OPS leadership strategy

Priority 3: Effective and fair HR practices

Strategies:

- 1. Human capital plan for HR professionals
- 2. Simplified and integrated HR processes and systems
- 3. HR policy effectiveness, measurement and collective bargaining

OPS Values: trust, fairness, diversity, excellence, creativity, collaboration, efficiency, responsiveness

OPS workforce facts (as of March 31, 2018)

OPS workforce facts description	OPS workforce facts percentage
Size of the OPS excluding students, seasonal staff and interns	66,569
Percentage of the OPS workforce who are regular employees [2]	82%

Percentage of regular employees in home positions

84%

Percentage of OPS employees who belong to a bargaining group (see following sections for more details)

84%

Executives	Percentage/number
Executives recruited into the OPS (in fiscal year 2017-2018)	144
Workforce size	1020
Position tenure (for two or more years)	41%
Average age	51.3
Retirement eligibility within 5 years	40%

Retirement eligibility – regular workforce	Percentage
Regular workforce that will reach retirement eligibility in three years	15%
Regular workforce that will reach retirement eligibility in five years	22%

Average age of regular employees: 45.81

Average age of regular employees at retirement: 59.4

The average years of service for regular employees is 13.6. The average salary is \$82,384.

The average sick days taken in 2017 was 10 days.

Geographic Distribution of the OPS workforce Compared to the Ontario Population

The section below shows the geographic distribution of the OPS Workforce compared to the Ontario population based on March 31, 2018 Workforce Information Network Data. Ontario population data is based on Ministry of Finance Population Projection Update as of July 2016.

Region	OPS population	Ontario population	Cities with the most OPS employees
North	13%	6%	Thunder Bay (19% of North)
East	13%	15%	Kingston (18% of East)
Central	58%	52%	Toronto (73% of Central)
West	16%	27%	London (22% of West)

Bargaining groups

The percentage of employees represented by bargaining agents is as follows:

Bargaining groups	percentage
ALOC/OCAA	2.7
AMAPCEO	18.7
AOPDPS	0.01
OPPA	12.4
OPSEU	49.0

PEGO *****	0.9
PSAT *****	0.3

The percentage of employees that belong to a non-bargaining group: 16%.

Gender in the OPS *****

This data is based on March 31, 2018 Workforce Information Network data. New hire data includes all new hires into the OPS and hires into the permanent workforce from fixed term contracts, from the period April 1, 2017 to March 31, 2018. Due to rounding, totals may not add up to 100%.

OPS all *****	Percentage female	Percentage male
All OPS employees *****	55	44

Non-bargaining group	Percentage female	Percentage male
Executives	52	48
MCP *****	56	44
Excluded	73	26
OPPCOA *****	22	78

New hires into the OPS: 56% female, 42% male

Breakdown by gender and compensation group:

Bargaining group	Percentage female	Percentage male
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ALOC/OCAA *****	57	42
AMAPCEO *****	62	38
AOPDPS *****	69	31
OPPA *****	36	64
OPSEU *****	58	40
PEGO *****	27	72
PSAT *****	78	22

Legend: Bargaining Group/Associations

- OPSEU**: Ontario Public Service Employees Union
- AMAPCEO**: Association of Management, Administrative and Professional Crown Employees of Ontario
- PEGO**: Professional Engineers Government of Ontario
- OPPA**: Ontario Provincial Police Association (Uniformed and Civilian)
- ALOC/OCAA**: Association of Law Officers of the Crown/ Ontario Crown Attorney's Association
- PSAT**: Provincial Schools Authority Teachers

AOPDPS: Association of Ontario Physicians and Dentists in the Public Service

Legend: Non-Bargaining Groups

- SMG/ITX 1s**: Senior Management Group/Information Technology Executive Job Class 1
- Executives**: Senior Management Group/Information Technology Executive Job Class 2, 3, 4

MCP: Management Compensation Plan

OPPCOA: Ontario Provincial Police Commissioned Officers Association

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Related

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Footnotes

- [1] [^] Human resource policies apply to all public servants appointed under Part III of the *Public Service of Ontario Act, 2006*, as appropriate.
- [2] [^] Regular employees are defined as public servants appointed under section 32 of the PSOA whose employment has no end date specified.

Rate



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