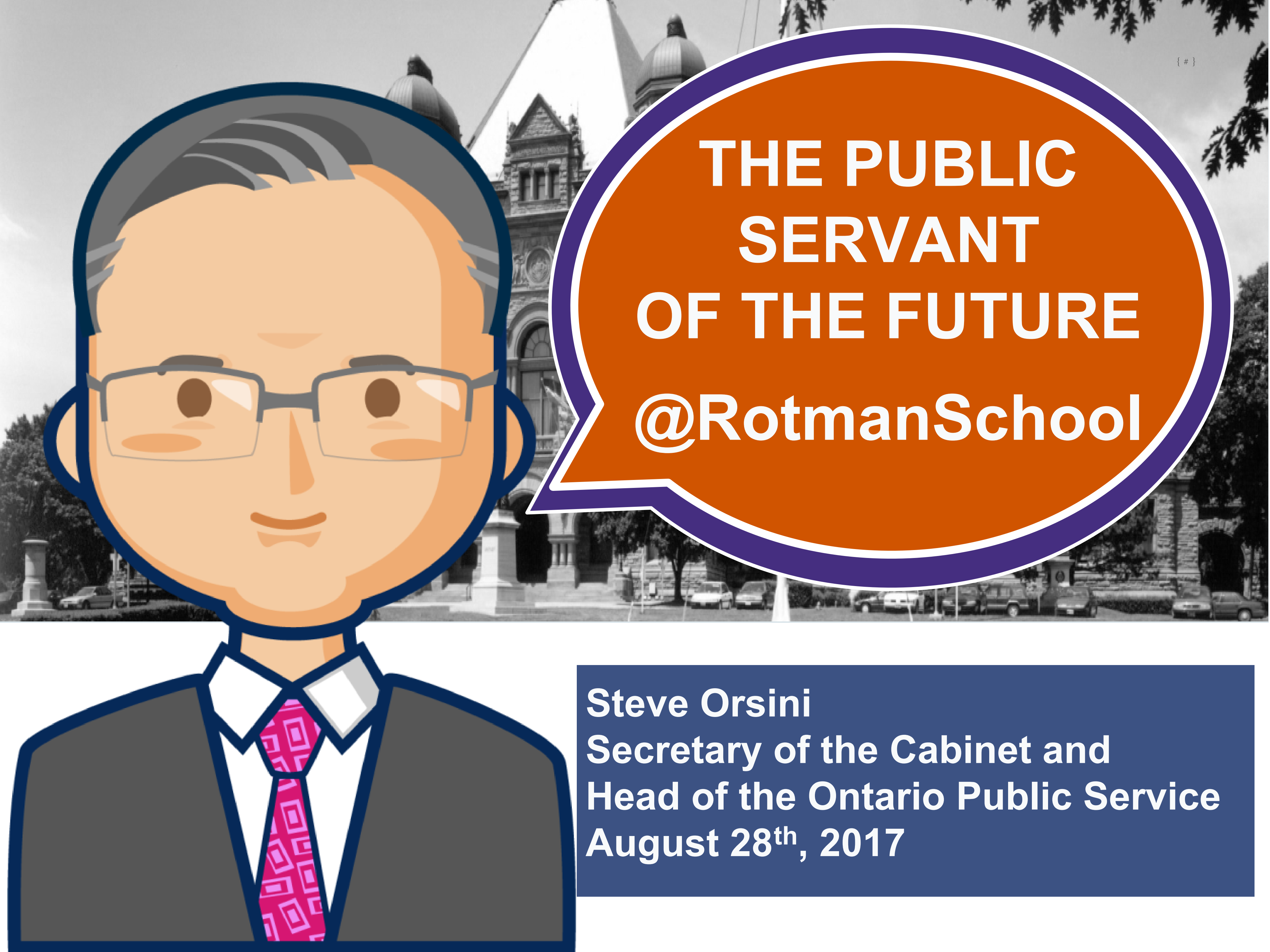


THE PUBLIC SERVANT OF THE FUTURE @RotmanSchool

Steve Orsini
Secretary of the Cabinet and
Head of the Ontario Public Service
August 28th, 2017

Overview

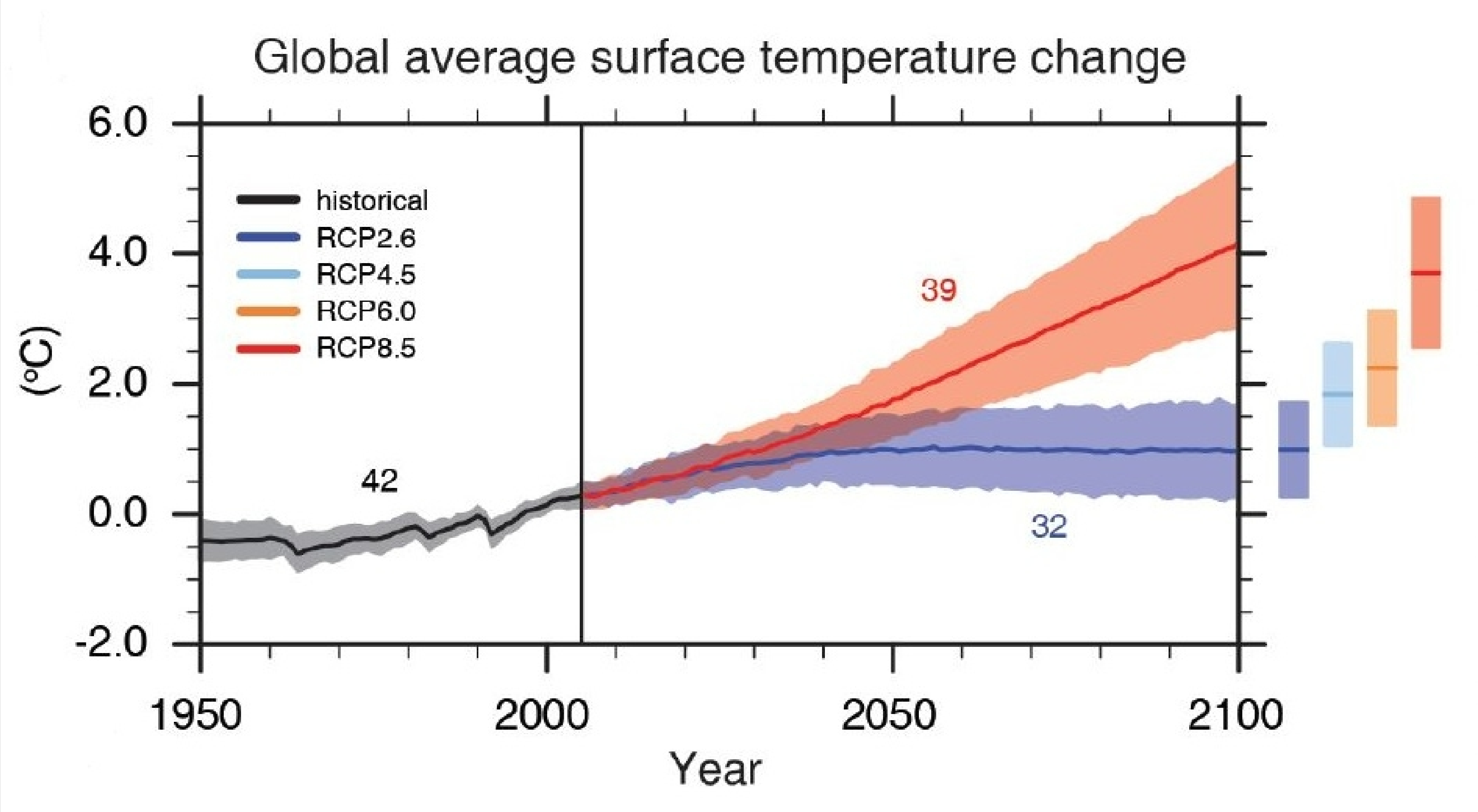
Our age of disruption

The public service of the future

The public servant of the future

Q&A

The Climate Change Challenge

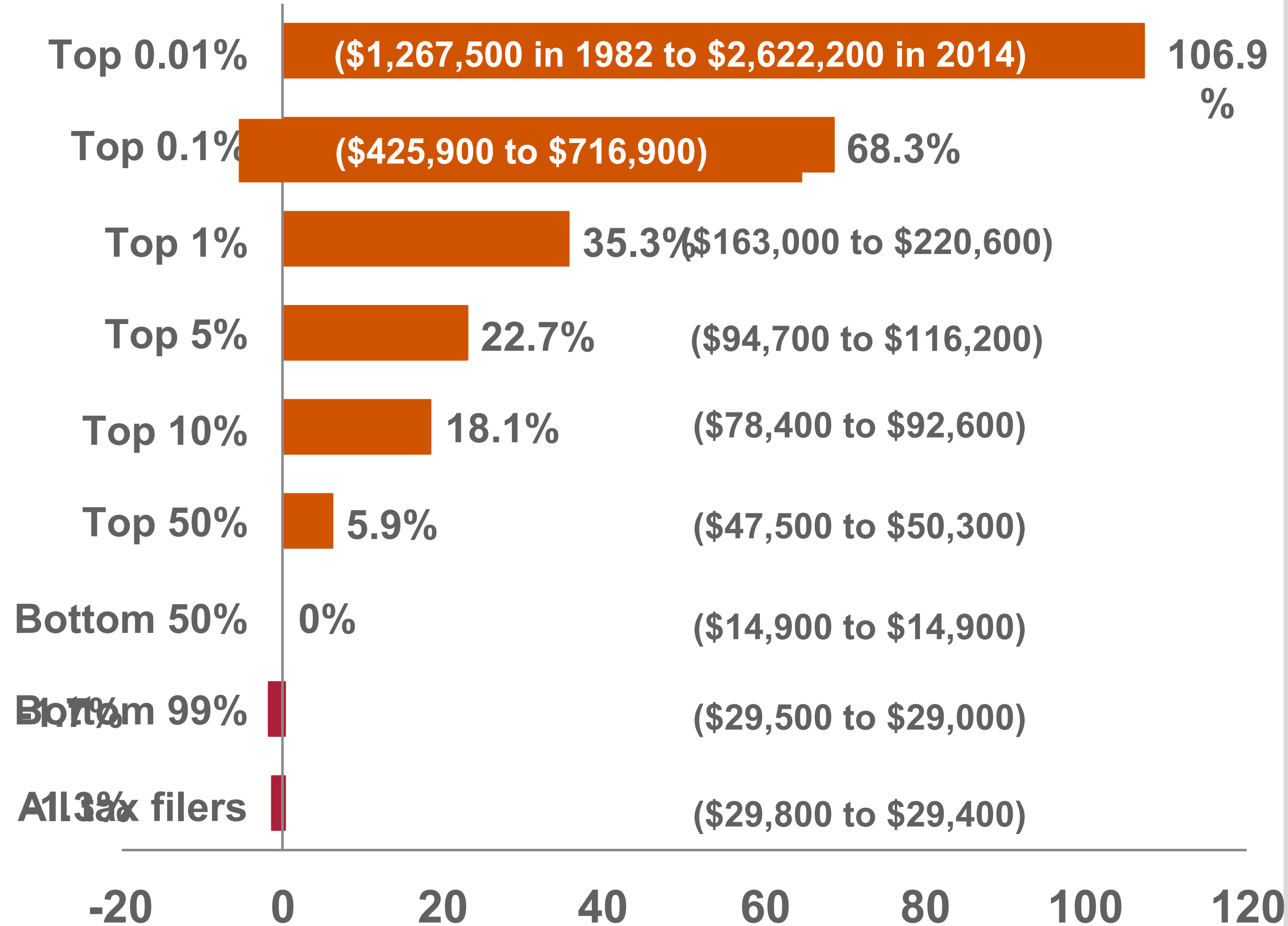


SOURCE: http://www.carbonbrief.org/media/234811/surface-temp-future.jpg

Growing Income Inequality

Ontario real median after-tax income of tax filers by income group

1982–2014



NOTES: Incomes exclude capital gains. 1982 and 2014 real incomes (expressed in 2014 $ using Ontario CPI) are shown in brackets.

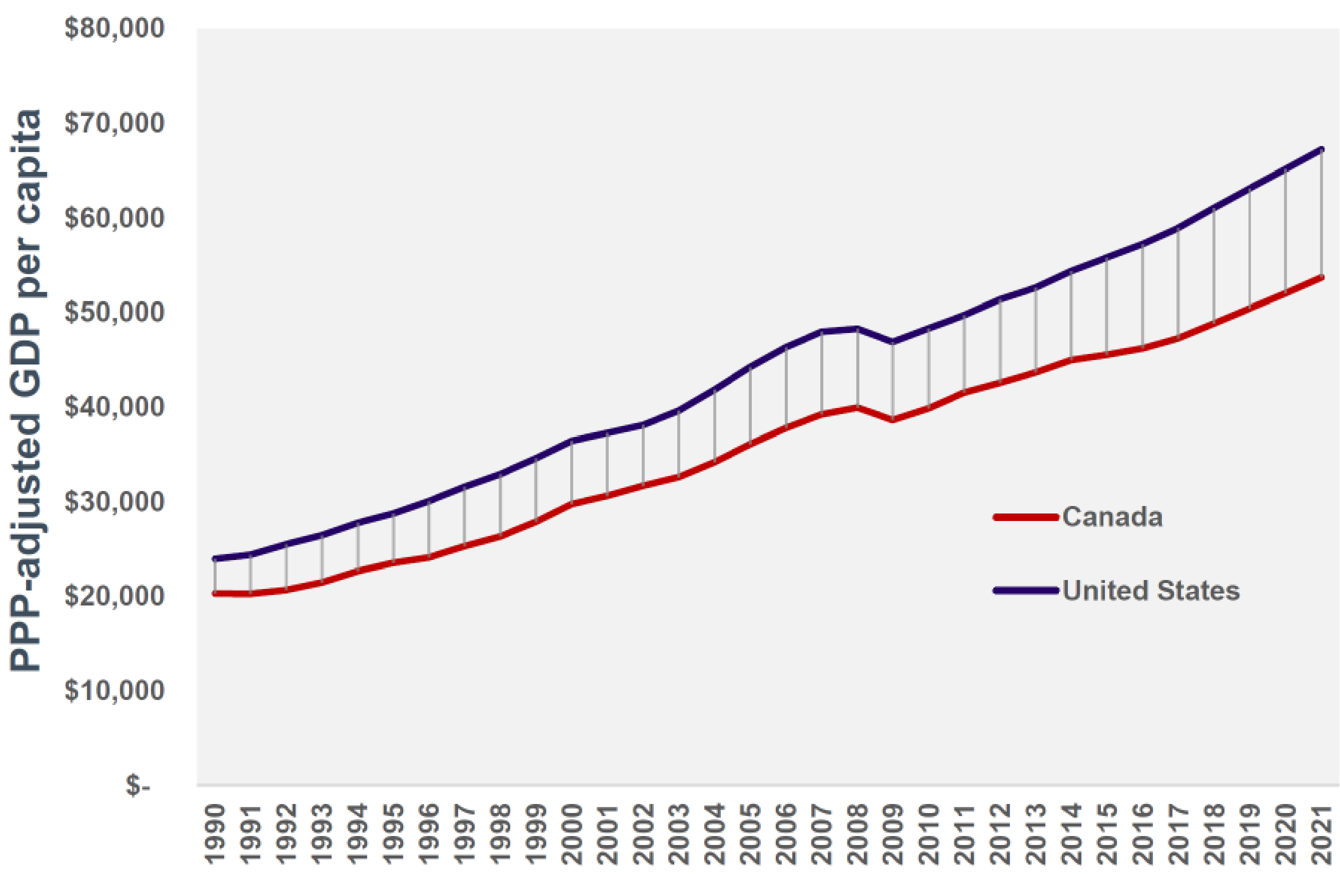
SOURCE: Ontario Ministry of Finance and Statistics Canada (CANSIM Table 204-0002)

The PPP-Adjusted GDP Per Capita

Gap between the U.S. and Canada has grown

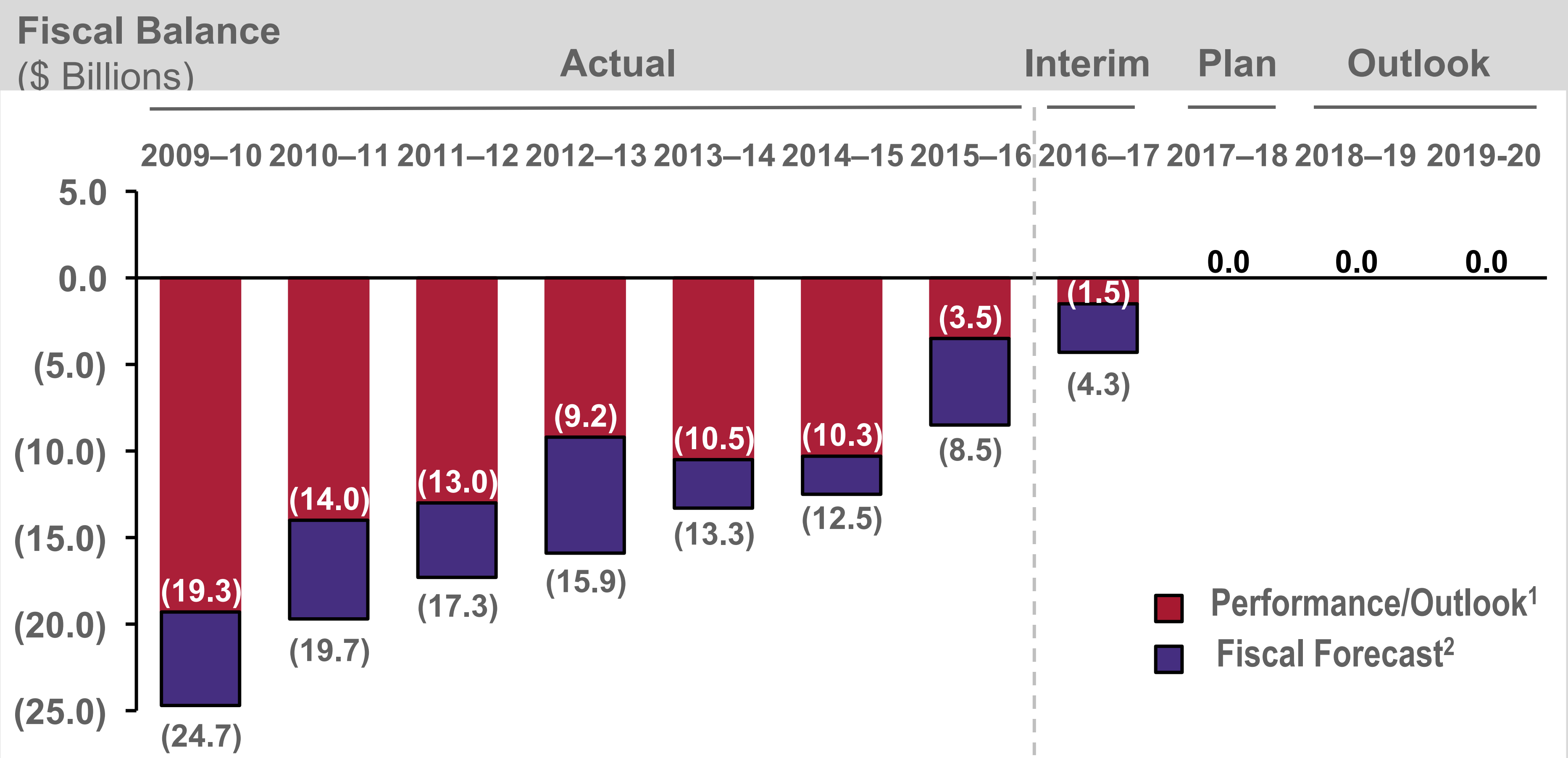
1990: Approximately $4,000

2015: +$11,500



Purchasing Power Parity, or PPP, is the rate of currency conversion that equalizes the purchasing power of different currencies by eliminating the differences in price levels between countries.
SOURCE: McKinsey & Company, December 2016

Ontario's Return to Balance

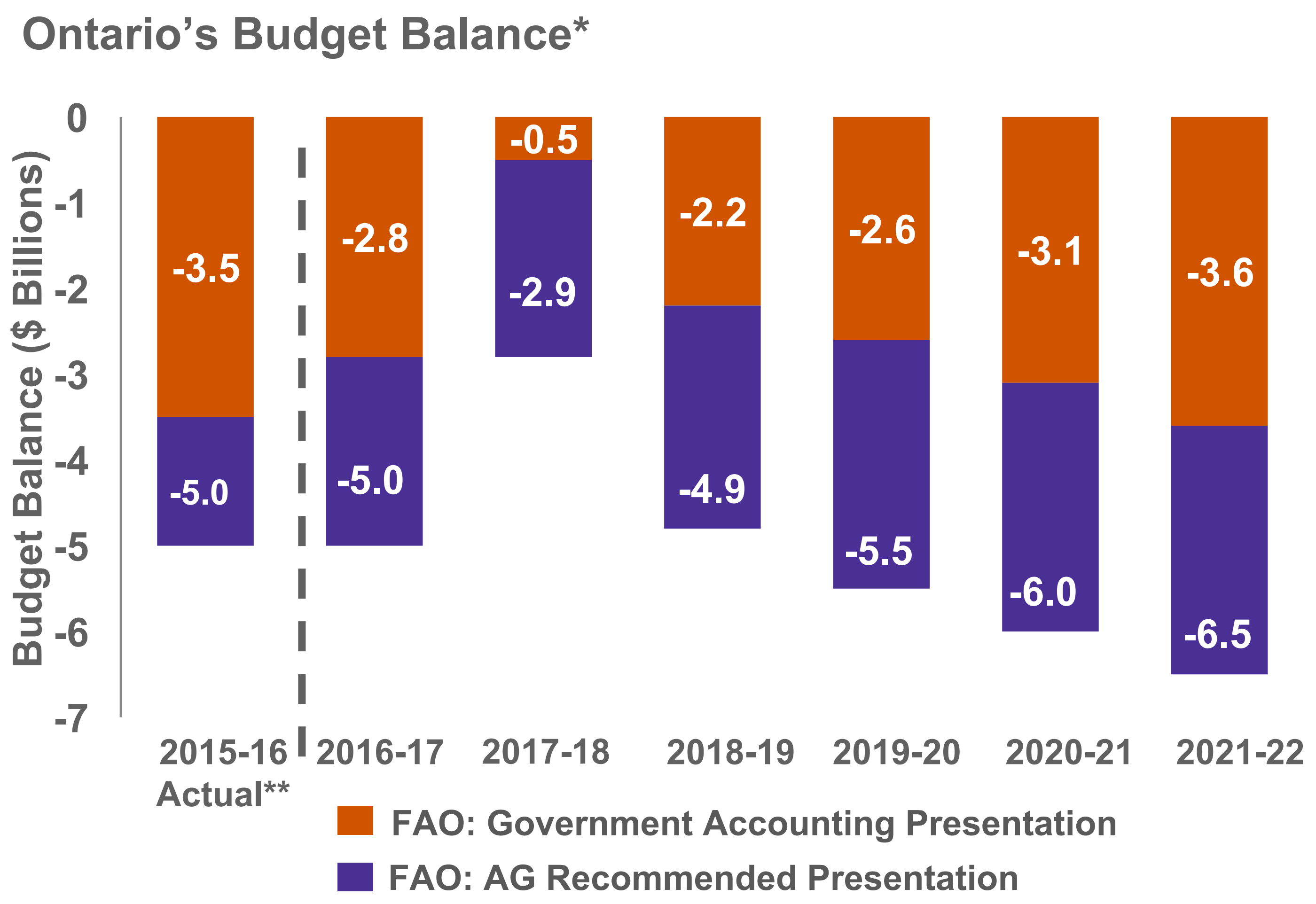


1 Represents the 2017 Budget outlook for 2016–17 to 2019–20. For 2009–10 to 2015–16, actual results arepresented. The 2015–16 actuals have been restated to reflect recognizing jointly sponsored net pension assets for the Ontario Public Service Employees' Union Pension Plan and the Ontario Teachers' Pension Plan on the Province's financial statements, consistent with the 2016 Budget and as described in the 2016–17 Third Quarter Finances.

2 Forecast for 2009–10 is based on the 2009 Ontario Economic Outlook and FiscalReview; 2010–11 to 2013–14 is based on the 2010 Budget; 2014–15 is based on the 2014 Budget; 2015–16 is based on the 2015 Budget; 2016–17 is based on the 2016 Budget.

SOURCE: Ontario Ministry of Finance

FAO's Fiscal Projection



Based on the government's presentation, the FAO projects that the government will record a deficit of $0.5 billion in 2017-18

Based on the Auditor General recommended presentation, the FAO projects that the government will record a deficit of $2.9 billion in 2017-18***

**Budget balance before reserve*

***Ontario 2015-16 Public Accounts reported a deficit of $5.0 billion. Without the pension adjustment, the deficit would have been $3.5 billion.*

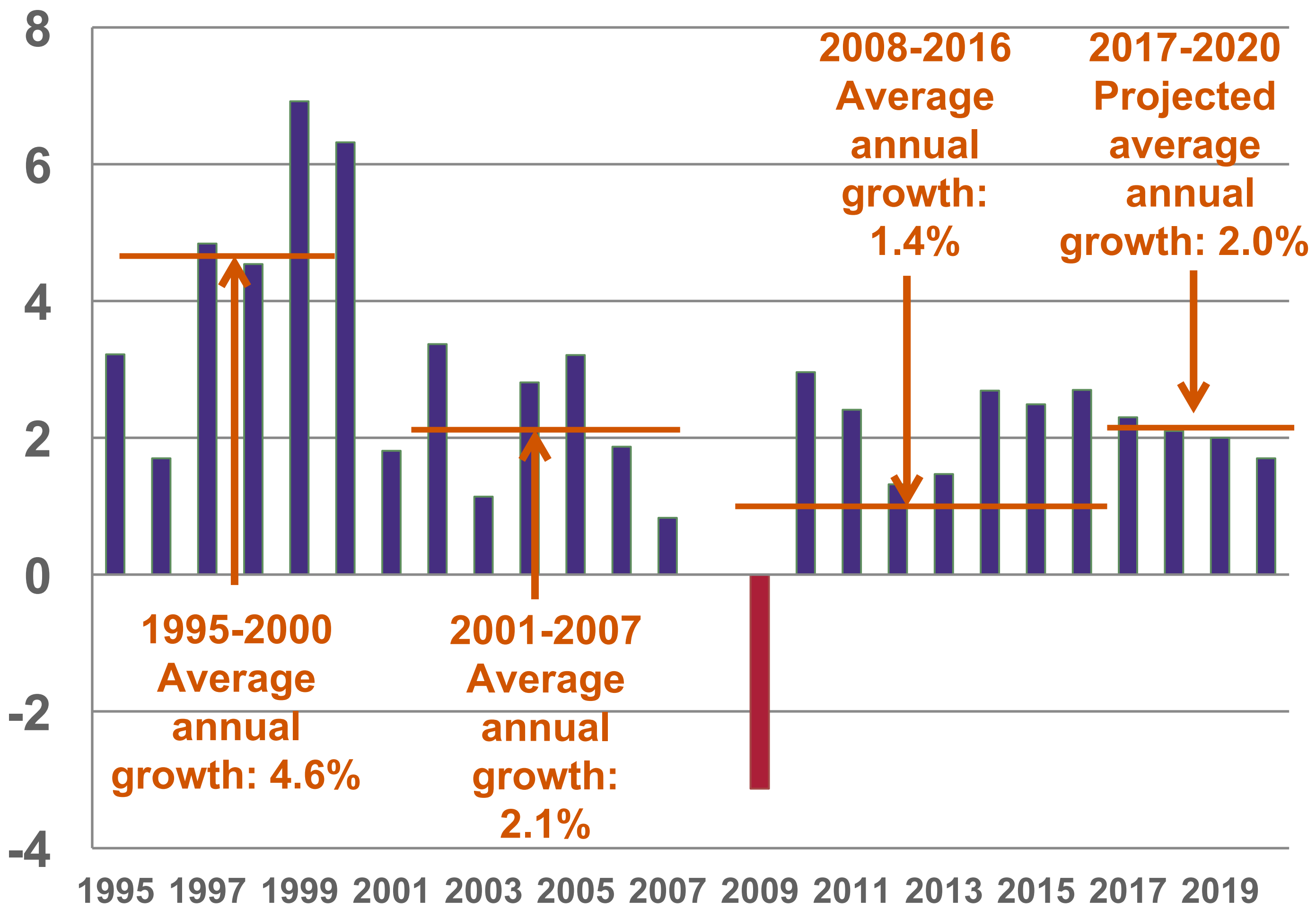
****This includes the FAO's estimate of the pension adjustment.*

SOURCE: Financial Accountability Office of Ontario Economic and Fiscal Outlook, Spring 2017, page 2

Ontario's Economic Growth

Historic and projected Ontario real GDP growth (%)

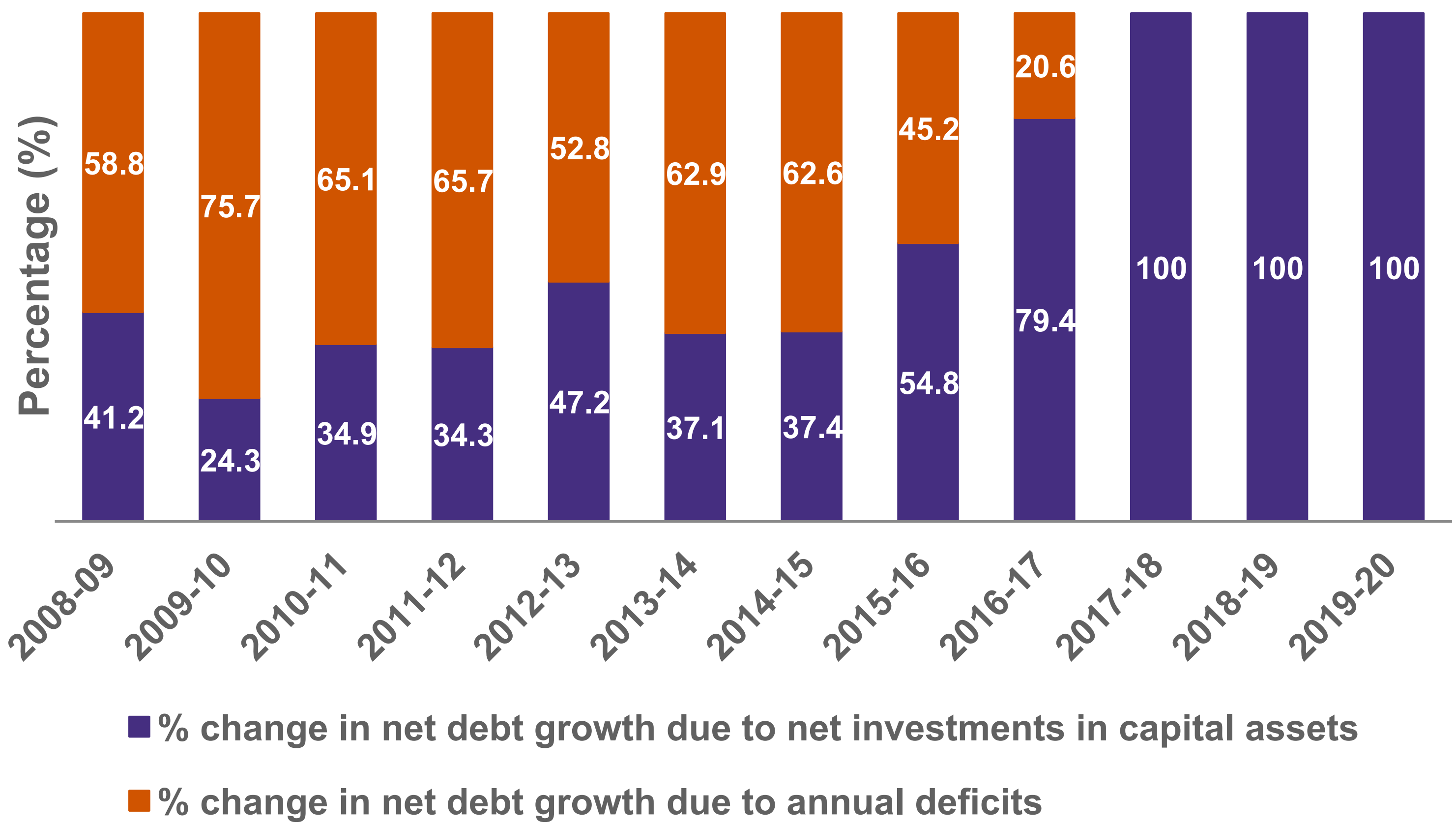
1995–2020



SOURCE: 2017 Budget: A Stronger, Healthier Ontario, page 246

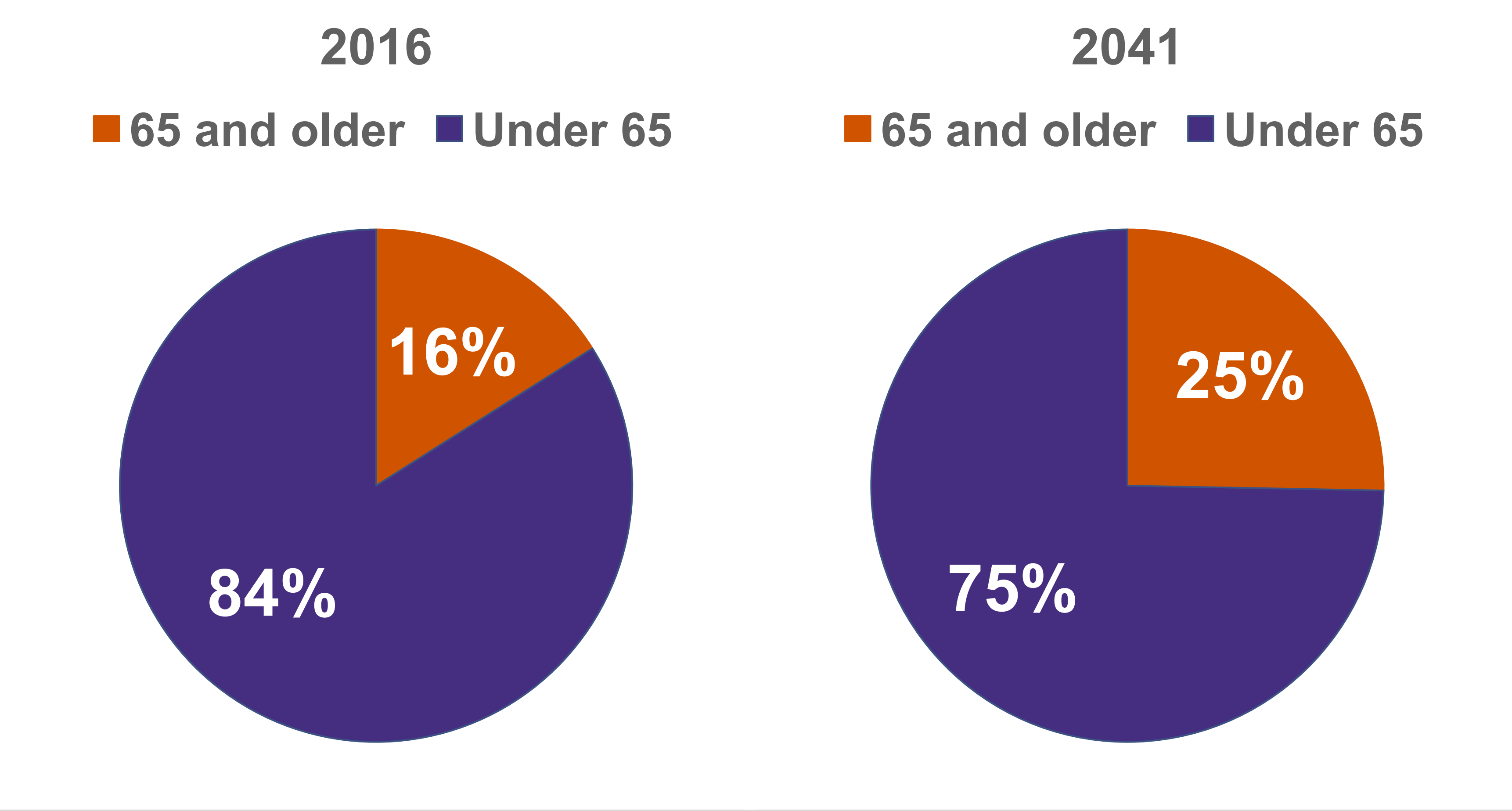
Balanced Budget as Future Proofing

Net debt growth after balance is due only to investments in capital assets



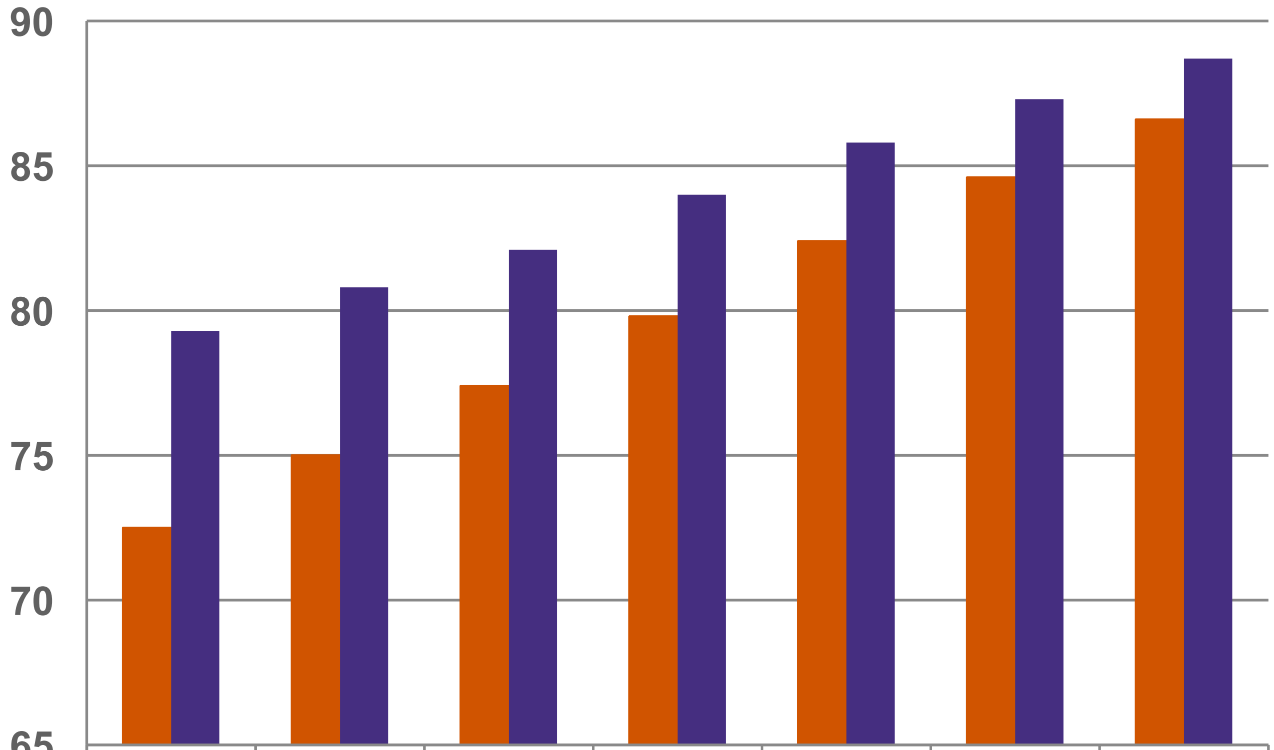
NOTES: The 2015–16 actuals have been restated to reflect recognizing jointly sponsored net pension assets for the Ontario Public Service Employees' Union and the Ontario Teachers' Pension Plan on the Province's financial statements, consistent with the 2016 Budget and as described in the 2016–17 Third Quarter Finances. SOURCE: Ontario Financing Authority
SOURCE: 2017 Budget: A Stronger, Healthier Ontario, page 8

An Aging Society



SOURCES: Statistics Canada and Ontario Population Projections Update, 2016–2041
http://www.fin.gov.on.ca/en/economy/demographics/projections/

A Longer-Lived Population



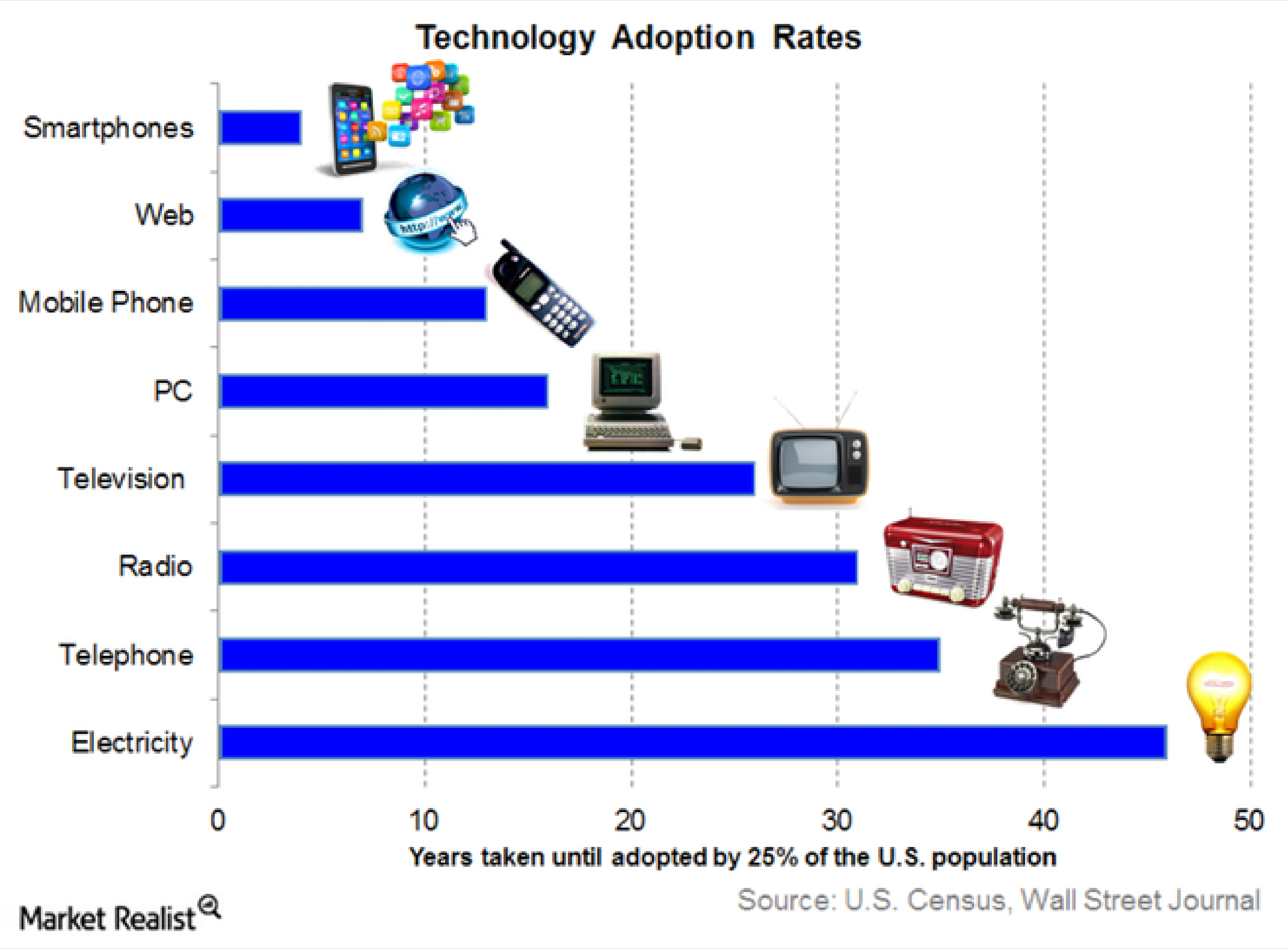
	1981	1991	2001	2011	2021	2031	2041
Male	72.5	75	77.4	79.8	82.4	84.6	86.6
Female	79.3	80.8	82.1	84	85.8	87.3	88.7

Average life expectancy in Ontario

1981–2041

SOURCE: Ontario Population Projections Update, 2016–2041 and Statistics Canada
http://www.fin.gov.on.ca/en/economy/demographics/projections/

The Rate of Technology Adoption



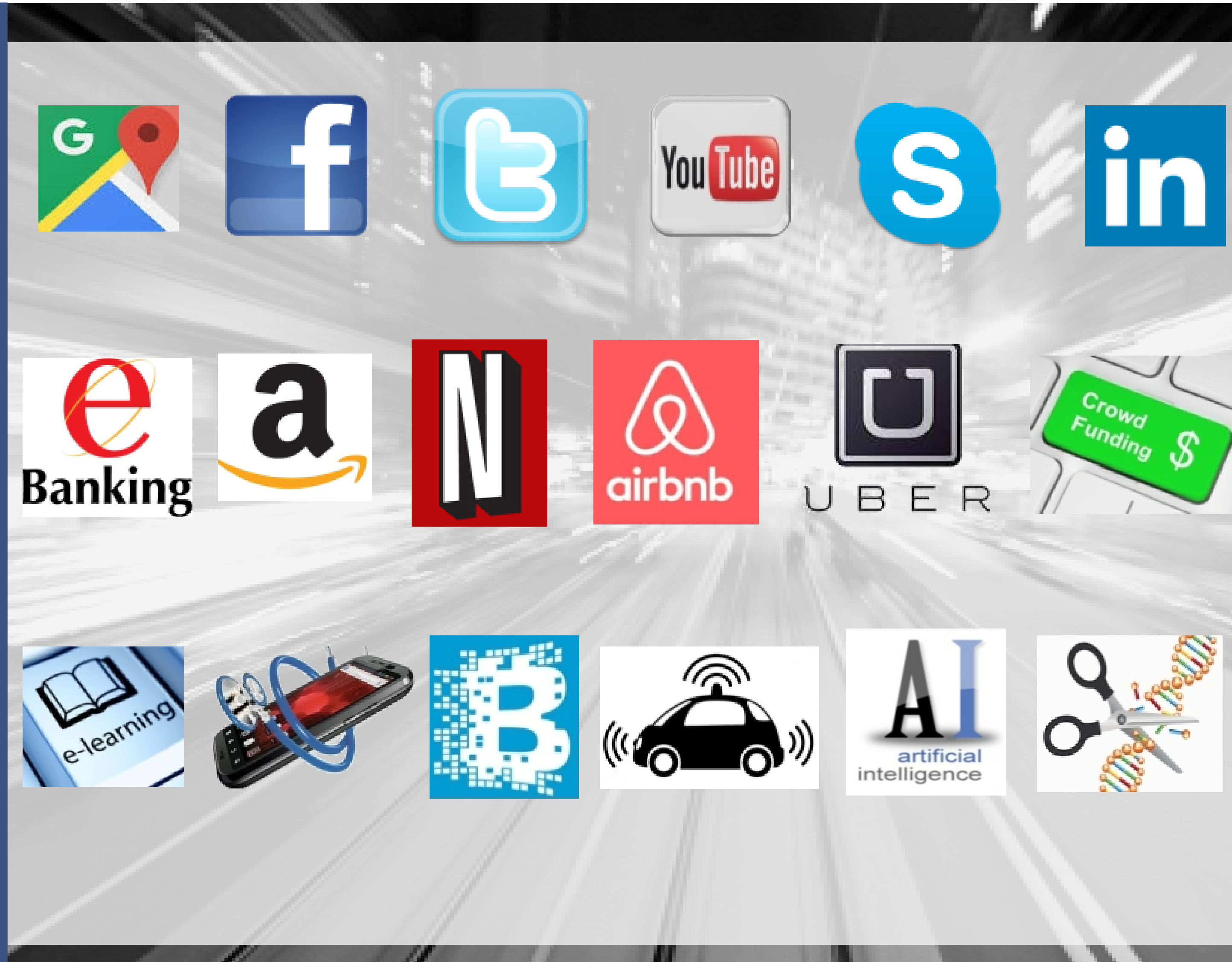
Technology adoption rate:

Years taken for new tech to be adopted by 25% of U.S. population

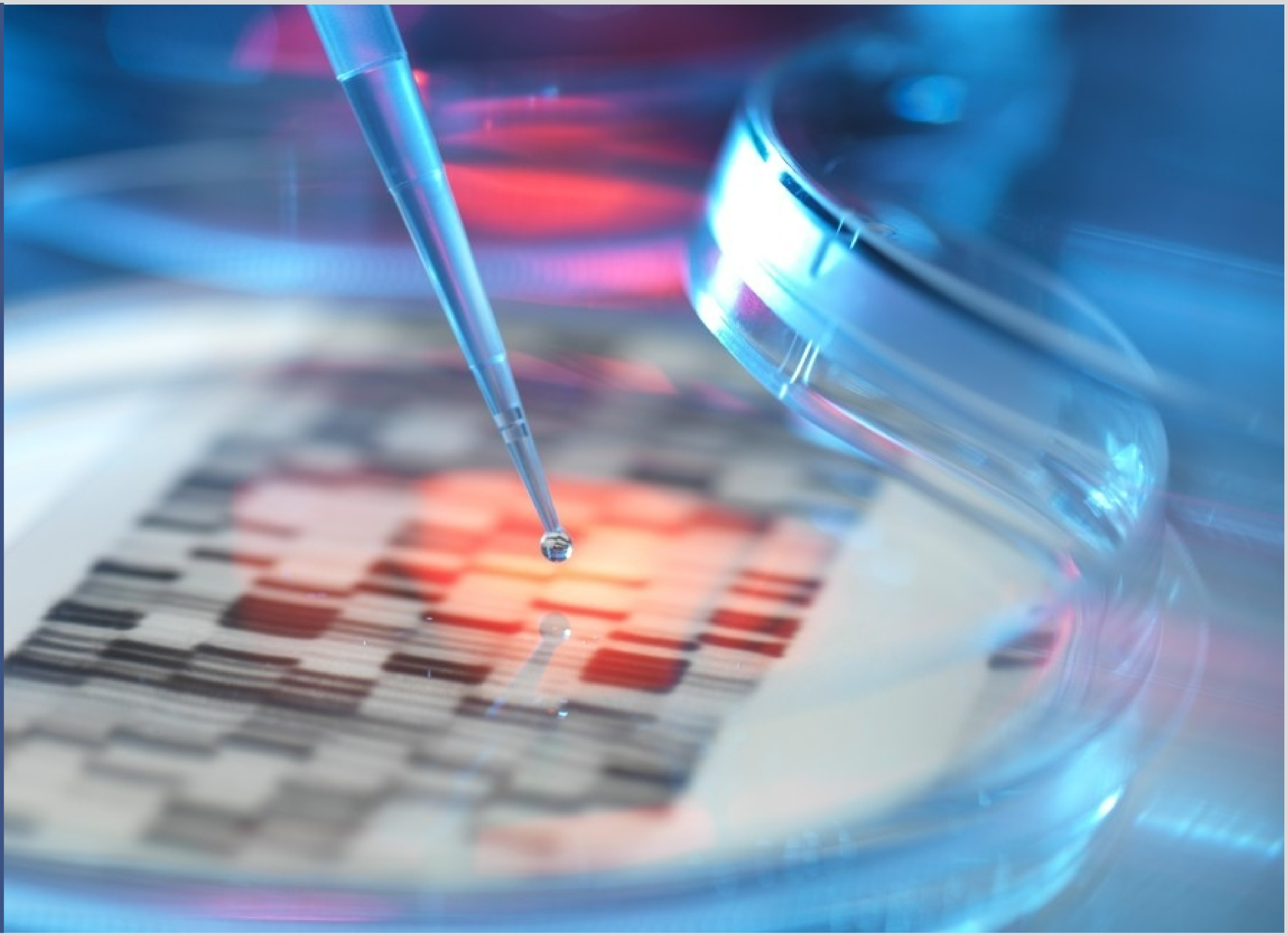
SOURCE: Tech Adoption Rates Have Reached Dizzying Heights, Blackrock
http://marketrealist.com/2015/12/adoption-rates-dizzying-heights/

Disruptive Technologies

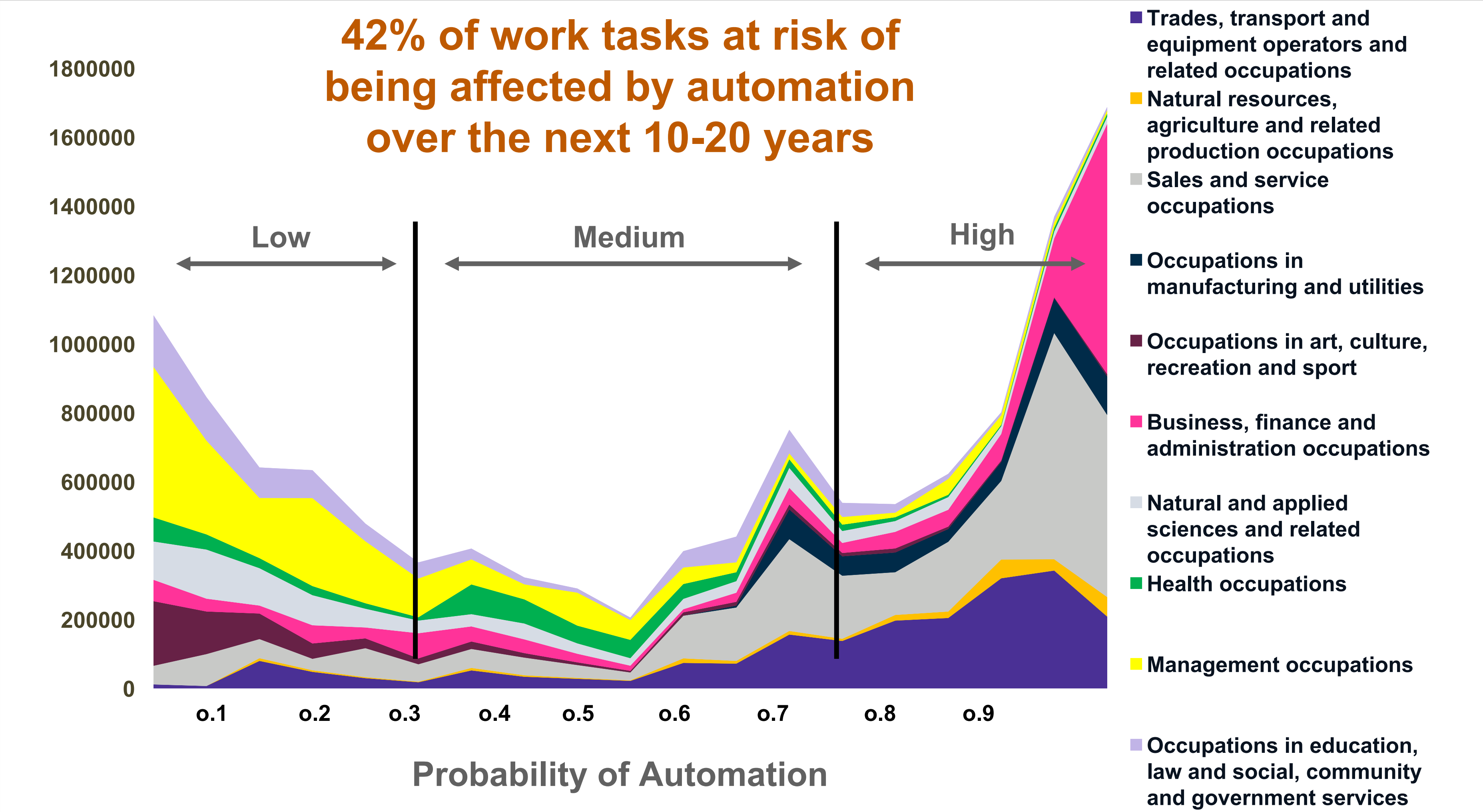
Harnessing the power of technology



Wearable technology and gene editing have the potential to transform medical science and healthcare delivery



Artificial Intelligence & Automation

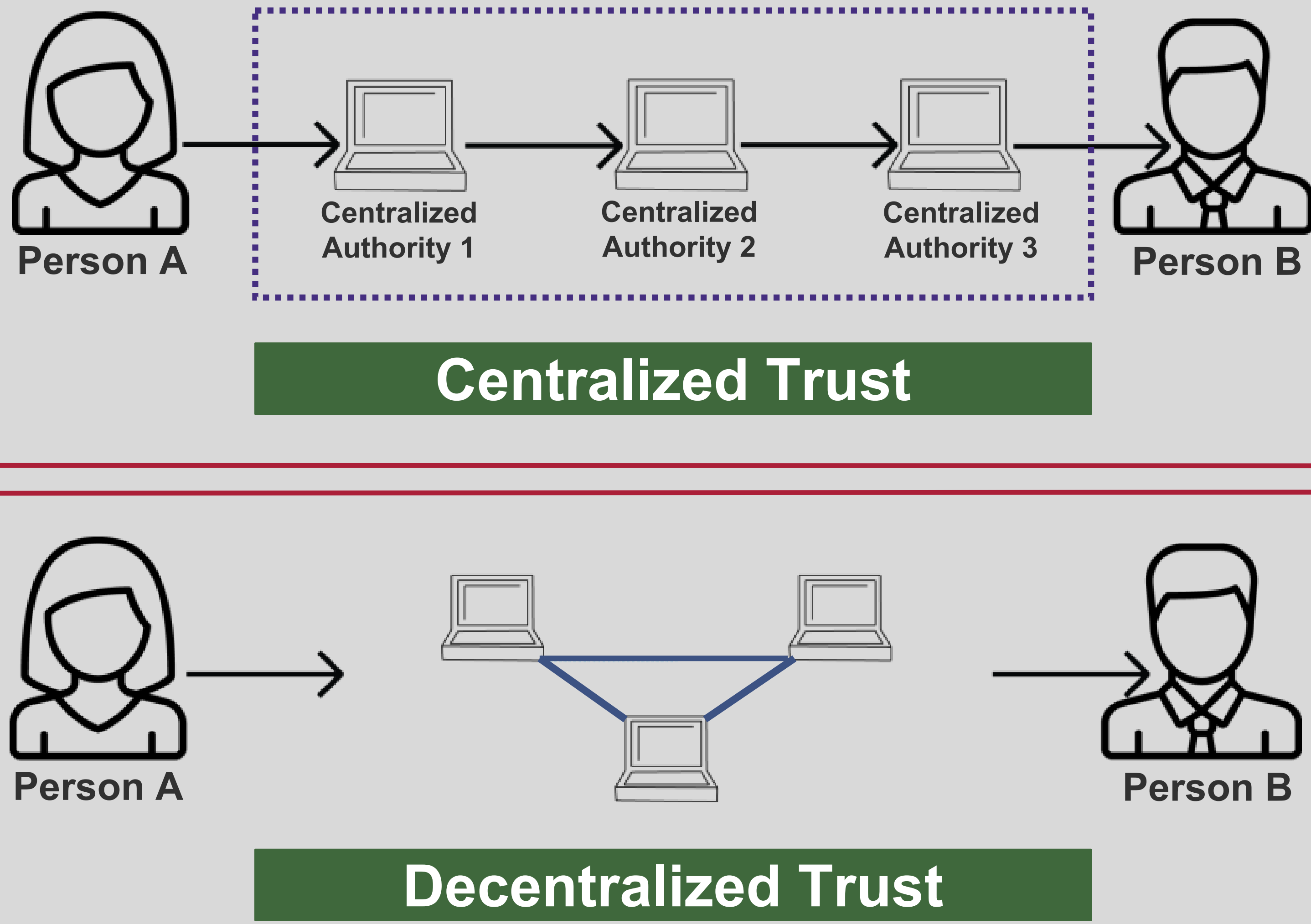


SOURCE: The Talented Mr. Robot: The Impact of Automation on the Canadian Workforce, The Brookfield Institute for Innovation + Entrepreneurship

Skills for the Future

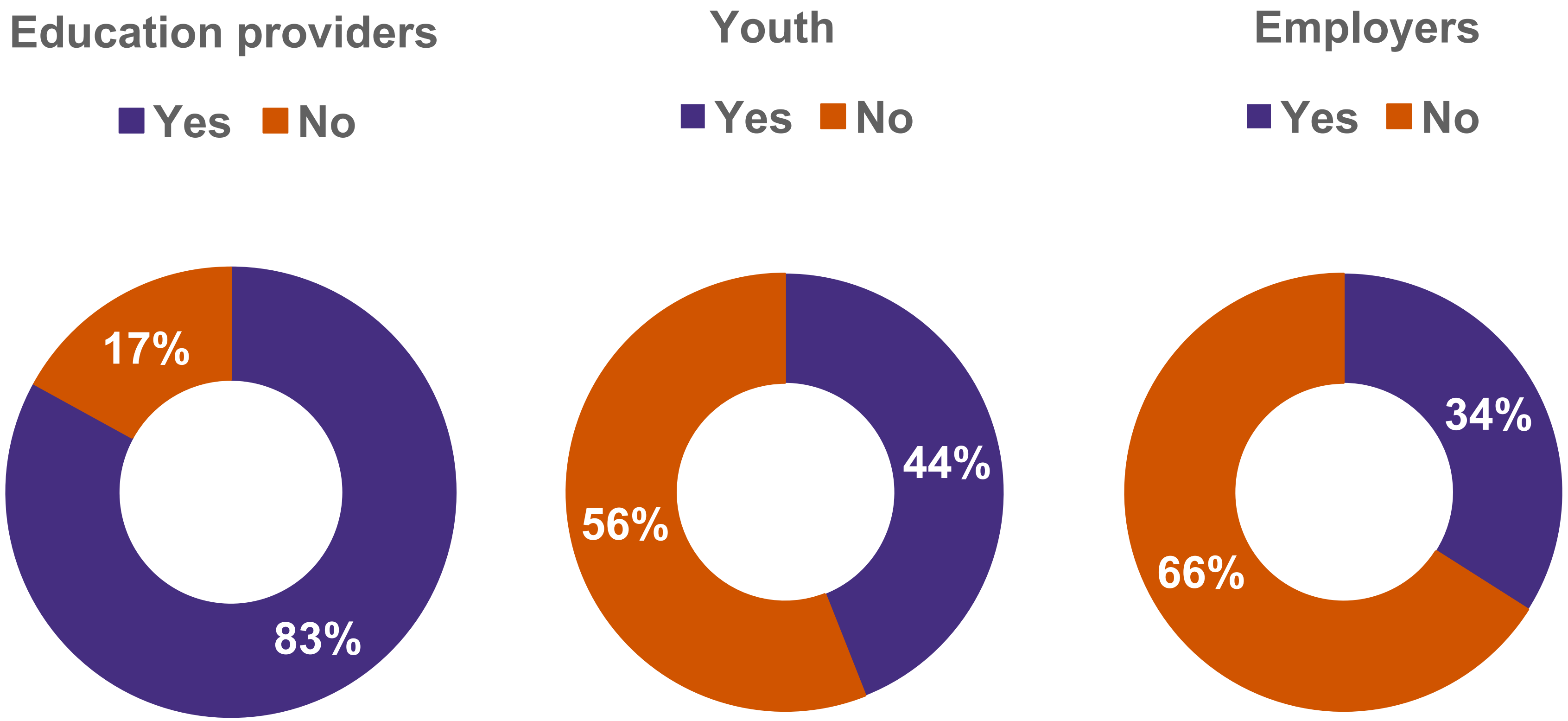
SOURCE: Adapted from "Future Shock? The Impact of Automation on Canada's Labour Market," C.D. Howe Institute, page 10

Blockchain Technology



The "Experience Paradox"

Are Canada's youth adequately prepared for the workforce?



SOURCE: Future-Proof: Preparing Young Canadians for the Future of Work, The Brookfield Institute for Innovation + Entrepreneurship, page 15

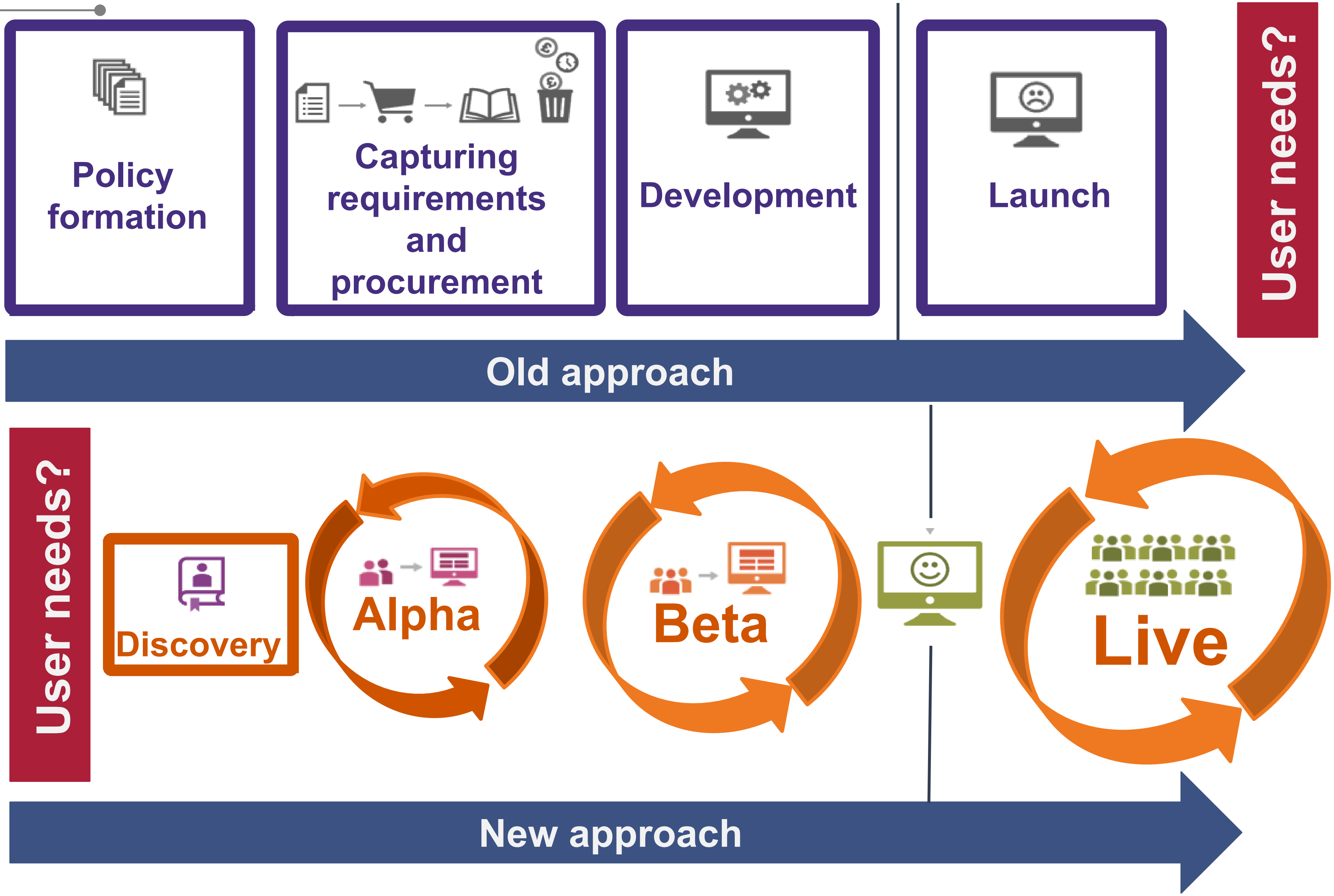
The Public Service of the Future

"Despite endless discussions at conferences and internal strategy sessions about the need for innovation, the public service remains characterized by a culture of risk aversion. Conversations with senior public servants reveal frustration with systems oriented towards the status quo.

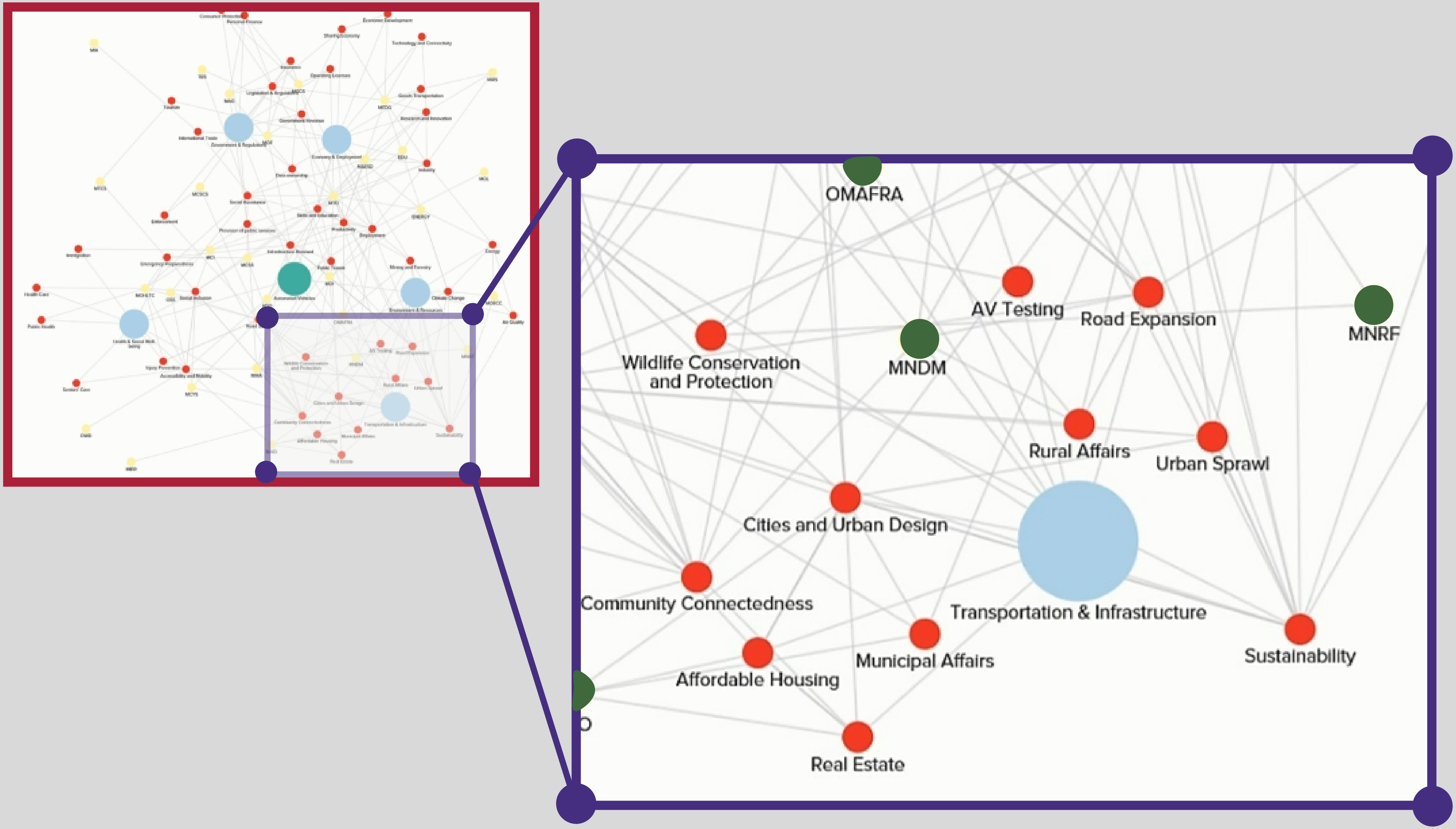
At an organizational level, the story is much the same. For example, the 2017 Ontario Public Service employee survey found that only 52% of employees felt encouraged to take reasonable risks and 55% believed that innovation was valued in the workplace."

Sunil Johal
From Fail-Safe to Safe-To-Fail
The Mowat Centre

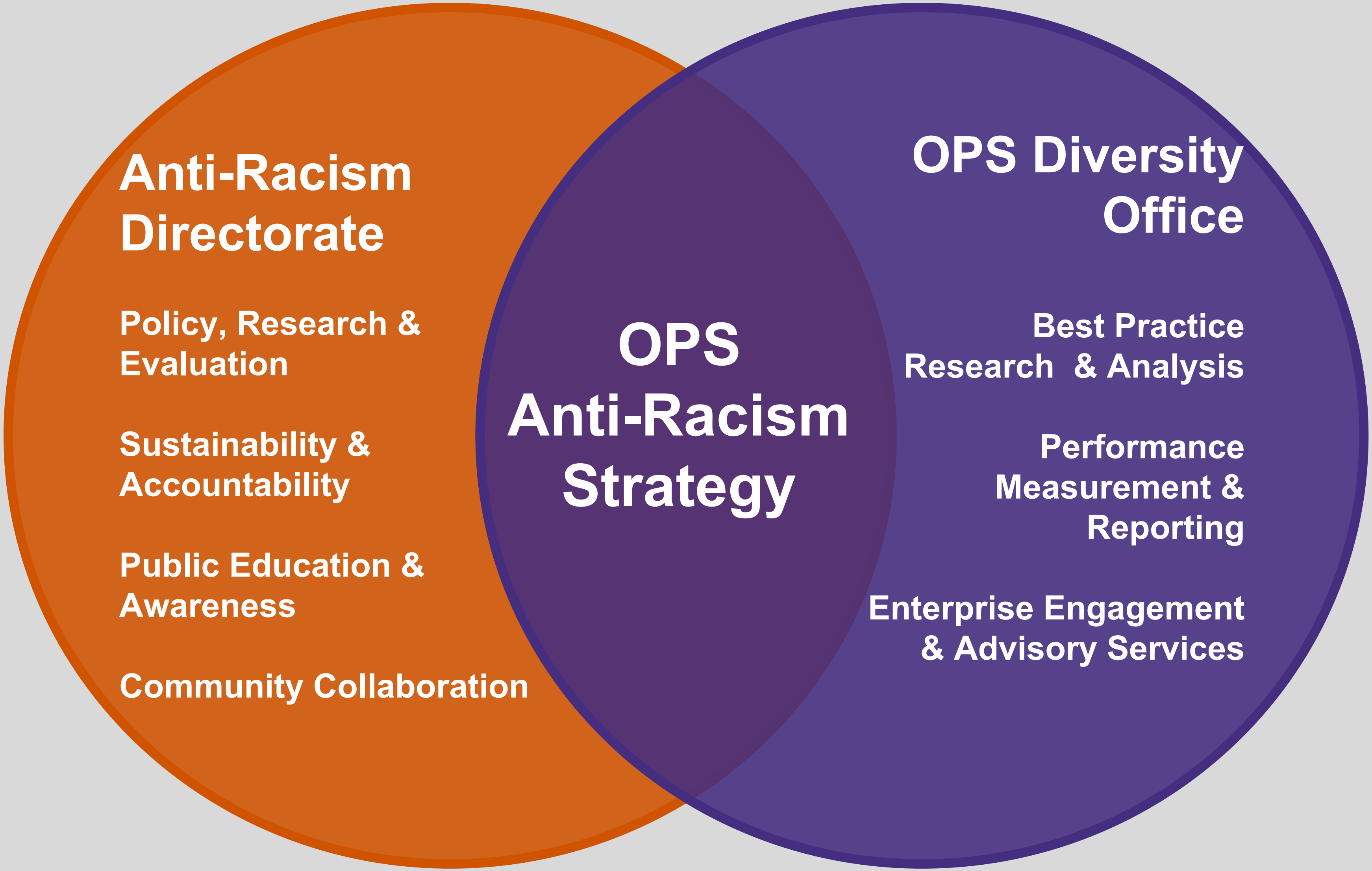
Putting the Public's Needs First



Mapping the Implications of Policy



Diversity & Inclusion at the OPS



Transforming the OPS

How You Can Get Involved

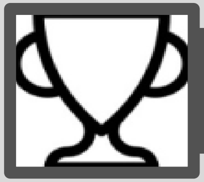
Get Involved in the Conversation

Make Connections and Build Your Network

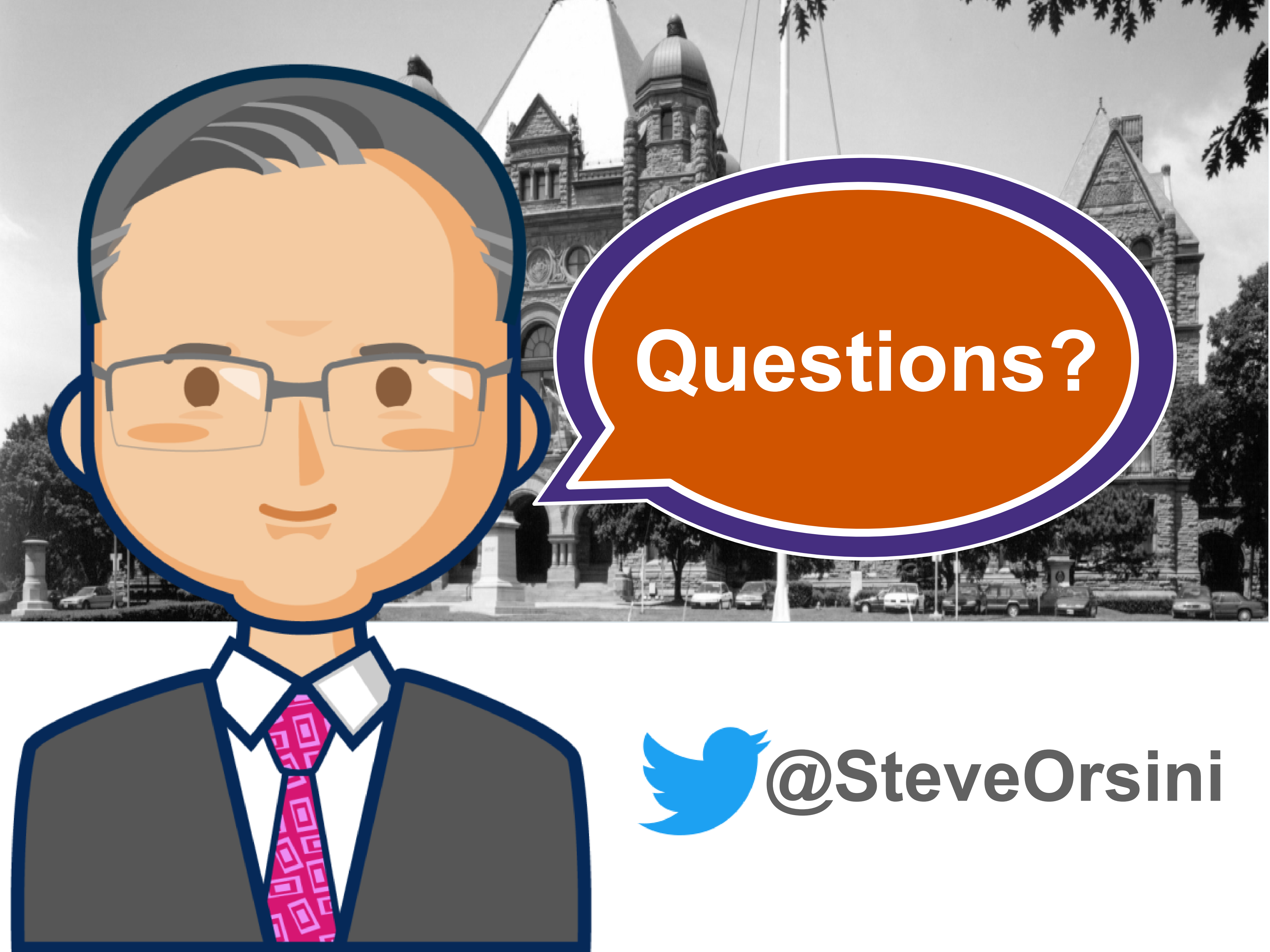
Keep Learning and Developing New Skills

Propose New Ideas and New Solutions

Empower Your Teams to Take Risks



Champion the Work that Your Teams Do


Questions?
@SteveOrsini