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# Letters of Transmittal

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To the Honourable  
Hilary M. Weston  
Lieutenant Governor  
Province of Ontario

May it Please Your Honour:

For the information of Your Honour and the Legislative Assembly, I have the privilege of presenting the annual report of the Civil Service Commission for the period of April 1, 1997 to March 31, 1998 and April 1, 1998 to March 31, 1999.

Respectfully submitted

Chris Hodgson  
Chair  
Management Board of Cabinet

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The Honourable Chris Hodgson  
Chair  
Management Board of Cabinet  
Province of Ontario

Sir:

I have the honour to present the annual report of the Civil Service Commission for April 1, 1997 to March 31, 1998 and April 1, 1998 to March 31, 1999.

Respectfully submitted,

Michele Noble  
Chair  
Civil Service Commission

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# **CIVIL SERVICE COMMISSION**

## **ANNUAL REPORT**

**1997-1998**

**1998-1999**

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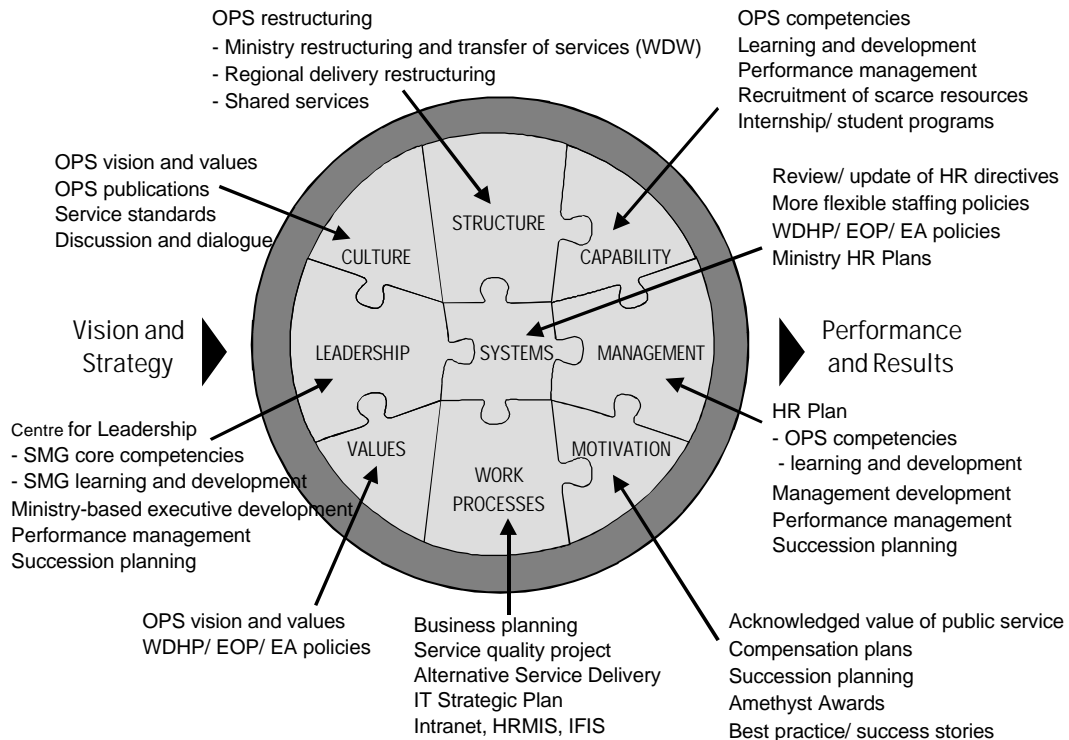
# 1. CURRENT ENVIRONMENT

## 1.1 Ontario Public Service Transformation

Employees in the Ontario Public Service (OPS) have been facing complex change that is occurring at an ever-increasing pace. Change in the OPS began in response to budget constraints, resulting in program transfers or closures, ministry relocations and integrations, and rationalizing. Driven by economic, social, political, technological, and market factors worldwide, the OPS has more recently entered a new era of transformation that involves a basic questioning and re-evaluation of what government does and how it does it.

This fundamental change is moving us toward a smaller and more flexible organization that is focused on core business; ensuring quality service to the public; integrated and cohesive; and accountable.

Corporate change projects focus on achieving the OPS vision and restructuring objectives through four key enablers: People, Processes, Service Delivery and Technology. Every aspect of the OPS as an organization is being impacted.



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Corporate change projects and initiatives include:

### **People**

The *Human Resources Strategy (HR Strategy)* is a set of initiatives to renew and revitalize the Ontario Public Service. Renewing the public service involves helping employees to keep pace with the changing role of government and ways we do our work. Revitalizing the public service means planning ahead to ensure there will always be a future generation of skilled employees.

The HR Strategy focuses on employees outside the senior management group. It recognizes the demands being placed on our workforce and provides new learning programs and up-to-date HR management policies and practices. Developed through extensive consultation with ministries, the HR Strategy will build on the strengths of our workforce and address human resource management issues through an integrated set of public service renewal initiatives. See section 2.1 for details.

The *Human Resources Plan for the Senior Management Group (SMGs)* was implemented in March 1997. A key objective of the plan is to develop and foster current and future leaders who can manage the challenge of a changing environment through:

- C corporate core competencies for senior managers
- C education, training and development
- C performance management
- C recruitment and succession planning
- C compensation and incentive awards.

See section 2.2 for details.

### **Processes**

The *Directives Review Project* is revising, adding and eliminating corporate directives to help ministries support the government's restructuring and accountability objectives through sound financial, administrative, information technology and human resources management practices.

The *Red Tape Review* is removing red tape barriers to job creation, economic growth and better government, and developing ways to prevent more red tape from being created.

The *Internal Administration Project* is continuing to cut costs while finding new ways of sharing and delivering administrative services within the OPS. This project includes:

- C *Internal Audit Restructuring*, which aims to refocus and restructure internal audit to deal with both OPS-wide and ministry-specific risks and to provide the necessary audit skills and capabilities;
- C *Financial Information System*, which aims to provide an OPS-wide integrated

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- C system to meet financial reporting and decision-making requirements;
  - C *Workforce Information Network*, which aims to implement a corporate human resource management information system for the OPS (Peoplesoft application) to provide online access to information for employees, managers and decision-makers; and
  - C *Shared Services*, which aims to develop a customer-oriented, OPS-wide approach to delivering internal business support services for maximum efficiency and quality. Transfers began in December 1998 and will continue over the next year. The initial services transferred were payroll.

### **Service Delivery**

The *Agency Reform Commission* is undertaking to improve customer service, increase efficiency, and maintain the independence of Ontario's regulatory and adjudicative agencies, through less adversarial hearing processes, improved customer access and business practices, shared services, and enhanced performance and accountability.

*Ontario Business Connects* is streamlining and simplifying information, registration, reporting and remittance for business in Ontario through a service delivery strategy that provides business clients with a choice of access channels and interfaces and involves public/private sector partnerships in delivering services.

*ServiceOntario* is an inter-ministerial initiative to provide routine government information and transactional services (e.g. driver and vehicle licensing, health cards) in a more customer-focused manner, through a variety of delivery options supported by integrated technologies and systems.

The *Regional Delivery Restructuring Project* is taking a customer-focused approach to improving the way government services are delivered in field offices throughout the province, including co-location of related services and common information counters.

The *Service Quality Project* aims to improve service to Ontarians through establishing a common framework and standards for service quality, customer service training, and resources and tools to share and promote best practices.

### **Technology**

A recently approved *Information and Information Technology Strategy* aims to advance the government's business vision and enable flexible, responsive and innovative public service through up-to-date technology infrastructure, policies, standards, and skills.

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## 1.2 The OPS Workforce of the Future

Thinking differently about the role of government opens up opportunities for innovation and new ways of working. Through the business planning process, each ministry has been reviewing what it has been doing that serves a compelling public need and what it has been doing that could be done as effectively outside government. Many programs and services have been identified as candidates for alternative service delivery. In the future, fewer services will be delivered directly by OPS employees. Many services will be delivered by a community agency, another level of government, a partnership with the private sector, or through the purchase of services.

As the role of government shifts from service provider to service manager, the capacity of the OPS to oversee, monitor and ensure results will be critical. Knowledge and skills in the areas of service contracting and service management are becoming crucial.

Every ministry is looking at how best to deliver its programs and services, first by looking “outside” from the public’s perspective and then by looking “inside” to determine how best to provide the services. Flexibility, responsiveness and accountability are becoming critical traits of the OPS.

The ability of our organization to change quickly and effectively in response to new priorities and challenges depends on a workforce with a broad set of transferable skills.

### The OPS Workforce of the Future

The OPS will foster a vital community of public servants who:

- < continue to demonstrate dedication, integrity and excellence in serving the people of Ontario and their elected representatives;
- < earn renewed confidence and trust of the Ontario public and respect of public sector workers in other jurisdictions;
- < are motivated and able to adapt, learn and continuously improve;
- < actively contribute to attracting and preparing a new generation of public administrators; and
- < build challenging, rewarding and mobile careers spanning the public and private sectors.

The objectives of the HR Strategy are to:

- < promote revitalization of the OPS workforce in order to achieve quality service to the public and renew public confidence;
- < develop an integrated, strategic framework of policies and practices for managing human resources to ensure the OPS will be able to develop, recruit and retain skilled employees needed for the future;
- < establish a workplace where employees feel valued and are motivated to undertake challenging work and continuous learning; and
- < provide practical processes, resources and tools that will involve employees, managers and senior management in action and dialogue to help make the HR Strategy a reality.

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The OPS of the future will require employees who can move easily across the organization and who can work effectively in teams. It will need a workforce that is customer service-oriented, knowledge-based, computer-confident, numerate, entrepreneurial in attitude, resilient and open to change.

The OPS will need managers and executives who can match business goals with innovative technological solutions and confidently carry out their responsibilities for technology management. It will need service managers who are skilled in establishing performance standards and measures, tracking results, and ensuring that desired outcomes are achieved. Negotiations, conflict management and communications skills will be vital.

### **1.3 The Current OPS Workforce**

OPS employees have been meeting the challenge of unprecedented change in structure and service delivery — and in many cases, managing it well. The dedication, expertise and experience of the public service is well demonstrated. Many OPS employees are finding great satisfaction in learning new skills, exploring new technology and devising innovative ways to deliver the business of government.

However, the OPS has human resource challenges to address. A variety of factors, including rationalizing and an extended restriction on external recruitment, has resulted in a workforce with few young employees and little hiring of external workers. As older, long-term employees reach retirement factors, important knowledge and experience are being lost to the organization. While the OPS needs mature and experienced public administrators to provide stability, it also needs new skills and younger employees with the potential to provide continuity, help revitalize the workforce and grow into leadership roles.

The human resource challenges being faced by the OPS are not unique. Many public — and some private sector — organizations are grappling with similar issues.

#### **Demographics**

The age profile of the OPS is changing. In 1996, the “baby boom” generation (born 1947-1966) made up one-third of the Canadian population; however, they comprise over 70 per cent of the OPS workforce. The average age of OPS employees is in the late-40s. Less than five per cent of OPS employees are under age 30, down from 14 per cent in 1986.

The size of the OPS workforce has decreased from approximately 85,000 to approximately

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66,000. Most of the decrease has occurred in the past several years through ministry strategies to focus on core businesses.

### **Demands on the Workforce**

The growing scale, complexity and pace of change place increasing demands on the OPS workforce. There is an inevitable impact on employee motivation and morale. Many staff are anxious about impending change or weary of continuing change. These responses can affect the quality of service delivery and contribute to performance problems. Chronic anxiety and diminished morale also impair the capacity and motivation to learn.

The OPS workforce must be supported through improved HR management policies and practices to ensure excellence in public administration in a competitive, global economy.

### **Skills Gaps and Shortages**

A variety of factors, including rationalizing and an extended restriction on recruitment outside the OPS, have helped to create serious skills gaps and shortages.

We need new skills for effective cross-jurisdictional partnerships and service management roles. Enhanced managerial capabilities are required to improve the workplace environment and to ensure that services are delivered effectively. We must upgrade skills in areas such as customer service, business planning, policy development, and information technology management.

Skill and expertise shortages have been identified through consultations with senior management, documented recruitment problems and requests for approval to recruit externally. Areas of shortage include:

- C Labour Relations
- C Policy Development
- C Financial and Business Analysis
- C Audit and Risk Analysis
- C Service Contract Management
- C Project Management
- C Information Technology and Systems Analysis/support
- C Communications
- C Organizational Development

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We must address these critical skills gaps and expertise shortages, even as we continue to implement plans for devolution and alternative service delivery.

**Lack of Organizational Flexibility**

By consolidating structures and focusing on core businesses, the OPS is becoming a smaller, leaner and more flexible organization with fewer layers of management than in the past. Workforce size and composition will change further as we continue to implement new ways of delivering services.

Outdated HR policies and practices can be barriers to organizational flexibility. We need to replace them with strategic and practical supports for the human side of change.

**The Need to Become an Employer of Choice**

Customer service experiences, media reports, access to employment, and employment policies and practices shape the public's perception of government services and employees, and the public service as an employer. Federal government research done in 1998 showed that the public sector is not a preferred career path for most recent graduates.

Attracting people with the skills we need and retaining a new generation of public administrators will remain a challenge until we can reposition the OPS as an employer of choice.

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## **2. RESPONSE TO THE HR CHALLENGE**

### **2.1 The Human Resources Strategy for the OPS**

The Human Resources Strategy for the OPS (the HR Strategy) focuses on our employees as a key factor in moving the OPS towards its vision. The Strategy is intended to demonstrate a renewed commitment to employees of the Ontario Public Service, while building capacity, enhancing organizational flexibility and improving the workplace environment.

The HR Strategy aims to reaffirm the value of public service, while providing practical human resource management strategies, policies and supports in response to the pressures and demands of a workplace which will continue to change radically over the next several years. The Strategy currently focuses on action in three key areas: learning and development, description and management of work, and human resource policies and practices.

a) **Learning and Development**

The capacity of the OPS to achieve business goals is directly related to our ability to adjust quickly and effectively in response to new priorities and challenges. This ability depends on a workforce with a broad set of transferable skills and the motivation and capability to learn continuously. Investing in learning and development is an investment in the future of the OPS, the competencies of its employees, and its capacity to serve the Ontario public.

The HR Strategy outlines a learning and development strategy to:

- C ensure that the public service is equipped with the knowledge, skills and capabilities to meet current and future challenges;
- C encourage employees to recognize and achieve their full potential on the job;
- C support overall improvement in performance; and
- C contribute to building morale.

b) **Description and Management of Work**

An initiative of the HR Strategy project has developed a dictionary of 35 behavioural competencies that describe expectations about *how* work is to be done. The HR Strategy identifies competencies that contribute to achievement of business goals in six key areas of work: policy development, program development, business innovations and solutions, customer service, service management, and project management. A half-dozen ministries are already using technical and/or behavioural competencies to supplement job descriptions in human resource

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management practices such as staffing, planning learning and development, and succession planning. The HR Strategy includes education, resources and tools for using competencies.

c) **Human Resources Planning**

As the work of the OPS continues to change, ministries will continue to face strategic and operational decisions about their workforce requirements. Ministries have used labour adjustment plans in the rationalizing environment of recent years. In order to make the best possible decisions, this tactical approach must now be replaced with strategic and systematic human resources planning.

A strategic human resources plan links information about current and future work requirements with information about workforce demographics, characteristics, capabilities, and projected changes. Through human resources planning in the OPS, we can forecast our needs, assess our areas of strength and redundancy, identify gaps in capability, and develop effective strategies.

The HR Strategy emphasizes the importance of understanding current and future work in the OPS. With this understanding, we can clearly articulate the changing nature of our work, effectively assess and manage our workforce requirements, and successfully communicate to employees our expectations for performance.

Human resources planning will provide a foundation for effective succession management. It will support ministries to assess the relative cost-benefits of addressing workforce gaps through options such as developing current employees, recruiting new employees or outsourcing services. For ministry HR plans to have meaning and impact, program and corporate areas must work collaboratively on analysis, planning and subsequent action.

Ministries are expected to develop their first strategic human resources plans during 1999/2000 for inclusion with 2000/01 business plans. HR plans will include a ministry learning plan and revitalization strategies.

### **2.1.1 Policies**

The HR Strategy includes a variety of policy changes and updates intended to build capacity, increase organizational flexibility and improve the workplace environment. For example, *revitalizing through recruitment* is an important strategy intended to make it easier to bring necessary skills into the OPS and to start attracting and developing a new generation of public administrators. The strategy includes: student employment programs focused on core businesses, a new internship program, and phasing out external hiring restrictions.

a) **Directives and Guidelines Review**

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The Directives Review Project, led by MBS' Corporate Policy Branch, is coordinating the updating and Intranet publication of all corporate human resource, administrative and financial policies and guidelines. The Staffing and Development Branch issued a key directive on Human Resources Management which establishes the framework and direction for human resources in the Ontario Public Service. In 1999, it is anticipated that a new, flexible staffing policy will be issued. The new staffing policy streamlines and amalgamates some 22 previous staffing policies.

The Staffing and Development Branch is now responsible for the HR Open Web site. It is reshaping this intranet Web site into a communications, employee development and business improvement tool. It now provides:

- C employees with the ability to directly access the strategies, contracts, policies, best practices and programs of the Corporate Employer;
- C an increased capacity for the Corporate Employer to provide regular, responsive and quality service to its employees;
- C timely and accurate communication of the contractual, legal and policy frameworks for human resources management in the OPS;
- C managers with up to date human resources management information and support;
- C a vehicle for promoting and implementing human resources strategies and plans;
- C an interactive forum for employee learning and development;
- C a discussion platform and research resource for human resources specialists;
- C strong and integrated linkages among division staff and the broader HR community.

b) **Hiring Restrictions**

External hiring restrictions have been in effect since November 1992 in order to maximize the number of opportunities for the assignment of surplus staff. Changes have been made to corporate policy in order to address internal skill shortages and increase ministry flexibility and accountability for approving external advertising/hiring. If no surplus staff are qualified for vacancies, ministry Deputy Ministers or CAOs may approve external advertising or hiring provided the rationale is in keeping with criteria set out in the corporate policy.

c) **Performance Management Framework**

A Performance Management Framework for management employees and employees excluded from collective bargaining was introduced in the summer of 1996. The framework reflects a renewed focus on accountability and achievement of business results. Performance contracts are established for managers and staff specialists and performance objectives are set for excluded employees that tie

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individual performance to achieving ministry business goals. For the new fiscal year, learning plans are being developed that will address employees' developmental needs and remedy skill gaps identified as part of the performance review discussion. An evaluation to assess the effectiveness of the performance framework as a useful management tool is also being planned.

As HR Strategy implementation proceeds, updated performance management processes for bargaining unit employees will be developed and introduced.

d) **Employment Transition**

The policy on management and excluded rights for surplus employees closely parallels the negotiated rights for the two largest bargaining groups in the OPS.

Exit enhancements for surplus employees include: an additional week of severance for each completed year of continuous service; a pension bridging option for eligible employees; and re-opening of the eligibility window for Factor 80 retirement. Non-surplus employees may volunteer their position for placement of an employee with surplus status, thereby allowing those employees who wish to leave the OPS to do so.

In support of OPS restructuring and transformation, a business process review of the corporate employment transition program is currently underway. The focus of the review is to develop new business processes, realign the organization, and make use of alternative service delivery.

e) **Other Human Resource Policies and Practices**

Other employment policies and practices will be reviewed to minimize barriers to organizational flexibility — or the ability of the OPS to respond quickly to business and change requirements. Changes may include greater administrative flexibility in staffing and more flexible work arrangements (e.g. telework).

### **2.1.2 The Ontario Internship Program**

The *Ontario Internship Program* is a key part of the Human Resources Strategy for the Ontario Public Service, which aims to ensure that the OPS has the multi-skilled, flexible workforce needed to deliver services now and into the future. The Internship Program will contribute to revitalizing an aging OPS workforce by providing internship experiences in professional occupational areas of public administration where skill shortages have been identified. For 1999/2000, the identified skill shortage areas are:

- C Labour relations.
- C Policy development.
- C Financial and business planning.
- C Human resources/organizational development.

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C Communications.

One hundred recent university or college graduates will be recruited into the Ontario Public Service (OPS) annually for two-year internship experiences that will include rotating assignments in ministries and formal learning opportunities.

### **2.1.3 Corporate Learning and Development Initiatives**

#### **2.1.3.1 Middle Managers and Staff**

Profound change in the Ontario Public Service has had an impact on education, training and development functions in ministries and central agencies. While some ministries have increased their commitment to manager and staff development as a means of supporting organizational change, others have responded to fiscal constraints by dismantling training units and decentralizing responsibility for training to program areas. Ministries are using innovative techniques and delivery mechanisms to meet the challenge of providing learning opportunities with the streamlined resources available. In regions, inter-ministry staff development committees work together to identify business directions and to deliver training using local and regional talent as well as alternative delivery sources in the private and broader public sectors. However, there is inconsistent and inefficient spending within and across ministries, and no clearly-defined, OPS-wide priorities.

At the corporate level, a shift has occurred from providing direct delivery of training to ministry employees toward a new focus on policy development, strategic direction, and advice.

The HR Strategy for the OPS articulates a learning investment strategy which aims to:

- C develop the capacity of all employees to comprehend and function in a changing workplace;
- C build skills and capabilities through strategic investment in employees;
- C increase employee confidence and ability to take greater responsibility for their own development and careers.

A set of guiding principles underlies the learning investment strategy:

- C Investment in employee learning and development is an essential investment in the future of the OPS and an important component of human resource planning and management.
- C Responsibility for learning and development is shared among central agencies, ministries, managers, and employees.

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- C Corporately-funded learning and development activities will be directly linked to corporate business goals and based on OPS-wide organizational priorities, while ministry-funded learning and development activities will address a range of organizational priorities and needs.
  - C Managers have the responsibility to foster a climate of continuous learning and to ensure strategic and equitable access to learning and development opportunities.
  - C Employees have primary responsibility for managing their own careers and for investing effort in their own ongoing development.
  - C Learning and development activities will provide value for money and result in demonstrated performance outcomes on the job.

Competencies provide a foundation for learning that is intended to meet OPS-wide, ministry, program (division, region or branch), occupational, and individual needs. By articulating these needs or priorities in terms of their linkage to business goals, central agencies and ministries will be better able to allocate resources for learning and development. The aim is to achieve the greatest return on investment, based on measurable results as defined in business and operational plans.

Management Board Secretariat has established a Centre for Development to provide leadership for investment in learning as a key revitalization initiative of the Human Resources Strategy for the OPS. Located for accountability and administrative purposes within Human Resources Division of MBS, the Centre for Development is a virtual organization (a structure that does not have a physical location or a place on organizational charts) composed of the following elements:

- C A long-term Advisory Committee on Learning and Development, which serves as a virtual board of directors.
- C Shorter-term Learning Advisory Panels, which provide ministry and specialist input to particular curriculum elements.
- C HR Strategy staff, who provide organizational development and HR management expertise to support HR Strategy implementation.
- C Corporate funding, which subsidizes design, development and testing of tailored learning programs to meet corporate and ministry priorities.

Through the Centre for Development, the HR Strategy aims to establish and provide ministry access to high-quality, OPS-wide curriculum associated with the learning investment initiative.

The new Shared Services Bureau will include a function to provide transactional and

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administrative support for generic training in the OPS. As implementation of the Shared Services Bureau proceeds, the Centre for Development will call upon the generic training function for support in areas such as procurement and contract management, scheduling of programs, registration, and monitoring of programs.

### **2.1.3.2 Senior Management Group**

The Human Resources Plan (reference section 2.2) demonstrates a commitment to OPS leaders. It recognizes their value to the OPS and the challenges ahead. The plan helps the OPS manage restructuring and create an accompanying change in organizational culture, through such measures as development of new corporate core competencies that reflect a need for new kinds of leadership, and learning opportunities that provide new information and skills to support new ways of doing business.

The plan is a tool for corporate and ministry-based planning. It is also a tool that individual senior managers should use to manage and develop their careers, whether they spend the rest of their careers in the OPS or find opportunities outside the public service. It should also be used by leaders to encourage and contribute to the development of the careers of those who have potential to move into executive positions.

The HR Plan for Senior Managers presents three learning themes for education, training and development this year, namely: Transforming Government; Mastering Our Businesses & Issues; and Managing Evolving Relationships. All programs embrace these themes and incorporate particular core competencies.

There are four components to the education plan. Those components and examples of offerings are as follows:

- a) **Programs Targeted for New Appointees**
  - C Computer-based Training Module on Cabinet Decision-Making
  - C Corporate Orientation seminar
  - C Programs for New SMGs and for ADMs
  
- b) **Foundation Programs for All Senior Managers** (executives much take one at least every two years). These programs include:
  - C Business Planning
  - C Coaching to Improve Staff Performance
  - C Executive Presentations
  - C Information & Information Technology for Non-IT Managers
  - C Leadership and Renewal
  - C Project Leadership
  - C Quality Service in the OPS
  - C Service Management

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- C Strategic Communications Management
  - C Values
  - C Plus one Executive Dialogue every two years

c) **Supplementary Programs for All Senior Managers**

- C Supplementary programs are shorter in length and span all foundation topics. They are also our window on emerging priorities. In 1999/00 numerous programs will be covered under the broad topics of Leadership Issues, Basic Management Skills, Evolving New Partnerships and OPS Showcases.

d) **Enhanced Program for Senior Managers selected as High Potential**

- C Local mini-study tours
- C Intersectoral Dialogues
- C Short-term External Assignments
- C Mentoring
- C External executive programs

These programs are co-ordinated through the Centre's Program Development & Delivery Branch, which works increasingly in a service management mode with a "virtual faculty" made up of experts including professors, consulting firms and public-policy organizations.

The Centre for Leadership has an evaluation framework for education, training and development that focuses not only on initial reaction and awareness building, as well as knowledge gains obtained.

The Centre also provides an outline for developing learning plans. Completion of learning plans is mandatory for all senior managers and is part of the performance contract document. The learning plan ask senior managers to link their learning objectives to the core competencies to be developed and to outline methods for achieving those learning objectives.

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## 2.2 Senior Management Group

### a) **Human Resources Plan**

At a time of major transformation in the role of government, the OPS undertook a new strategy to strengthen the community of public executives who can provide strategic leadership as well as excellence in public administration. The Human Resources Plan for the Senior Management Group (SMG) of the OPS is designed to develop and foster current and future leaders who can manage the challenges of a changing environment.

In 1997 the Executive Development Committee and Centre for Leadership developed a Human Resources Plan to address the changing business of government, the evolving employment relations and the existing demographics of the senior management group. The plan establishes consistent human resource management strategies and programs to support and develop OPS leadership capabilities. It is the product of extensive consultation with deputy ministers and senior managers across the service, input from other organizations and research in leading-edge practices.

The plan sets out roles and responsibilities for all the partners. There is a yearly cycle for managing such important processes as succession planning and performance management. Education, training and development is positioned as a long-term challenge. Learning opportunities are related not only to new corporate core competencies for executives, but are also constantly adapting to the changing business priorities of government.

These key components together make up an integrated strategy:

- C corporate core competencies,
- C recruitment and succession planning,
- C education, training and development,
- C compensation and incentive awards,
- C information management.

The Human Resources Plan demonstrates a commitment to OPS leaders. It recognizes their value to the OPS and the challenges ahead. The plan helps the OPS manage restructuring and create an accompanying change in organizational culture, through such measures as development of new corporate core competencies that reflect a need for new kinds of leadership, and learning opportunities that encourage new ways of doing business.

The plan is a tool for corporate and ministry-based planning. It is also a tool that individual senior managers should use to manage and develop their careers, whether

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they spend the rest of their careers in the OPS or find opportunities outside the public service. It should also be used by leaders to encourage and contribute to the development of the careers of those who have potential to move into executive positions.

b) **Total Compensation and Bench Marking Project**

To manage the challenges ahead, it is critical that the OPS has the ability to attract private and public sector executives to assume leadership positions in the government. The OPS must provide a total compensation package that will retain and attract the needed talent. To achieve this objective, compensation levels must:

- C be competitive with comparable jobs in broader public sector organizations,
- C reward public servants for performance based on results.

In 1996-1997, a review of the total compensation package of the Deputy Ministers and Senior Management Group was undertaken. A Premier's Advisory Committee which included the Secretary of Cabinet, the Associate Secretary of Cabinet, and Presidents and Chief Executive Officers of large and small private sector corporations, was established to advise and steer this compensation project.

The purpose of the compensation study was to determine how total compensation, including pay and benefits, of typical positions within the Senior Management and Deputy Ministers' Groups, compared to other sectors. This was done through a bench marking survey. The government accepted the Advisory Committee's recommendations on incentive pay, but implemented a new salary range with a starting salary 15 per cent lower than the Committee recommended.

The Premier's Advisory Committee recommended that the revised OPS Senior Management compensation program should be designed to:

- C link directly to the government agenda
- C focus leadership group on achievement of key results
- C have key drivers set and controlled by the Premier, Cabinet and Secretary of Cabinet
- C be funded through corporate savings
- C recognize differences in Ministry performance and contribution in a given year
- C reinforce the importance of the performance plan.

The Compensation program has four distinct elements:

- C A performance management program with individual performance plans linked to key result areas and the Ministry's annual business planning process;
- C competitively positioned salary levels;

- 
- C variable, re-earnable incentive award opportunity based on successful performance results;
  - C corporate control and audit.

The objective is to directly link compensation to the achievement of key results. We are moving from an entitlement culture to a tougher performance-driven results based culture. Annual performance plans are prepared and reviewed at the end of the cycle to establish the overall rating which is then linked back to compensation.

A performance driven re-earnable incentive award component has been introduced to share the successes of the government with its key leaders. The threshold and amount of the corporate envelope are determined annually by the Premier and Cabinet and are their prerogative. The program determines the amount of performance award and provides an opportunity to award additional compensation, above market rate for the achievement of key results. If a senior manager's salary is below market rate, the pay out will be awarded as a salary increase up to market rate. If at market rate, the award is in the form of a lump sum re-earnable pay out.

In 1999, the Centre for Leadership is undertaking another review of the compensation package of the Deputy Ministers and Senior Management Group to determine if salary levels remain competitively positioned. In addition, an Inter-ministerial Committee is undertaking a review of the Incentive Award Program to determine if any modifications are required after three annual cycles of implementation.

c) **Performance Management**

Performance management is a key component of any human resource management system. It provides the mechanism to link individual actions to corporate business plans. The government's direction has emphasized the importance of accountability and the focus on results. The Performance Management Program has been designed to strengthen the linkage of individual activities to the achievement of corporate and ministry business plans and goals.

Performance management provides a corporate measurement tool on which to base human resource management decisions. The program has been designed to provide a consistent and continuous approach to measurement, based on yearly key corporate goals set by the Premier and Secretary of Cabinet within four key result areas:

- C Fiscal
- C Policy/Legislative
- C Operational
- C Managerial

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The use of a consistent corporate measurement approach supports the principles of equal opportunity. The four key results areas are applied across the leadership group, and assist in aligning training, succession planning and development and selection processes.

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## **2.3 Labour Relations Initiatives**

Management Board Secretariat acts on behalf of the government as employer in transactions with bargaining agents representing OPS employees. MBS bargains OPS collective agreements with eight unions and associations.

Unions and associations bargain at least some employment terms for close to 90 per cent of the employees in the OPS. The unions and associations are:

1. Ontario Public Service Employees Union (OPSEU)
2. Association of Management, Administrative and Professional Crown Employees of Ontario (AMAPCEO)
3. Professional Engineers and Architects of the Public Service (PEGO)
4. Ontario Provincial Police Association (OPPA)
5. Federation of Provincial Schools Authority Teachers (FOPSAT)
6. Ontario Crown Attorney's Association (OCAA)
7. Association of Law Officers of the Crown (ALOC)
8. Association of Ontario Physicians and Dentists in the Public Service (AOPDPS)

OPSEU, AMAPCEO, PEGO and FOPSAT have the right to strike, while the other groups settle interest disputes through arbitration.

### ***Implementation of New Collective Agreements***

During the 1997-1998 and 1998-1999 fiscal years, considerable staff resources went into implementing new collective agreements with OPSEU, PEGO, AMAPCEO, OPPA, and the AOPDPS.

#### **OPSEU**

The agreement with OPSEU was ratified in March 1999. The agreement covers approximately 43,700 employees. One of the significant changes to the agreement is the provision of a new streamlined grievance procedure. The new agreement also extends the rights of the employees on issues relating to employment stability.

#### **PEGO**

The agreement with PEGO was ratified in February 1999. This agreement covers approximately 450 engineers. The new agreement provides improvement on issues relating to employment stability. This agreement also introduced a provision for pay for performance.

#### **AMAPCEO**

A memorandum of agreement was ratified by AMAPCEO on May 27, 1998; and the current collective agreement is effective from that date. Two outstanding issues related to pay were referred to arbitration. The agreement covers approximately 4000 employees.

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## **OPPA**

A Memorandum of Understanding between the OPPA and the Employer expired at the end of December 1994. The two parties met in 1995 to 1997 to negotiate a new collective agreement and reached agreement on October 15, 1997. The agreement expires on December 31, 1999.

The OPPA and the Employer negotiated a collective agreement for cadets in August 1998 which includes articles from the regular OPPA Memorandum of Understanding modified as necessary for application to cadets.

## **AOPDPS**

AOPDPS represents approximately 196 doctors and dentists. Under the terms of a framework agreement, collective bargaining is limited to salary and salary-related issues. An agreement was ratified in June 1998. The agreement expired December 31, 1998. Negotiations for a renewal agreement are on-going.

## ***Status of Bargaining***

At the end of the fiscal year 1998-1999, MBS was bargaining with FOPSAT, ALOC, OCAA and for the Metropolitan Toronto Housing Authority (MTHA).

## **FOPSAT**

FOPSAT represents teachers employed by the Provincial Schools' Authority. (teachers of the deaf and blind, and teachers in correctional facilities) FOPSAT and the Provincial Schools Authority (PSA) concluded an agreement in October of 1997 that had a term of September 1, 1994 to August 31, 1998. Bargaining commenced in June 1998 for a renewal collective agreement.

## **ALOC and OCAA**

During the 1997-1998 fiscal year, the employer negotiated a framework agreement with the two associations representing lawyers in the Ontario Public Service - ALOC and OCAA. The agreement was ratified in July 1998.

Lawyers do not have a statutory right to bargain collectively but, the employer has agreed to negotiate certain terms and conditions of employment with their associations. The framework agreement sets out the issues for negotiation and the dispute resolution processes to be followed in the event of a bargaining impasse. In effect, the agreement regulates the bargaining relationship between the employer and the ALOC and OCAA. In March 1999, the parties began to negotiate their first collective agreement.

## **MTHA**

As of 1998, MBS provides a corporate staff relations officer as lead negotiator to the Metropolitan Toronto Housing Authority and the other Local Housing Authorities in the

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province, in bargaining with OPSEU and CUPE.

***Grievance Management and Litigation***

Grievance arbitration takes place at three forums within the OPS. The grievance arbitration panel that hears the largest number of complaints is the Crown Employees Grievance Settlement Board (GSB). The GSB currently adjudicates grievances from OPSEU, PEGO, AMAPCEO and their members.

The Ontario Provincial Police Grievance Settlement Board hears grievances filed by the OPPA and its members.

The Ontario Public Services Grievance Board (PSGSB) hears grievances from public servants not represented by a bargaining agent. Senior managers and lawyers may only grieve discharge, while management and excluded employees may grieve, in addition, issues related to their benefits and working conditions.

During 1998-1999, considerable cooperation took place between MBS, ministries and bargaining agents to develop mechanisms to reduce the process costs of grievances. More grievances were heard through expedited processes or grouped to address similar issues concurrently. This work at reducing grievance processing costs will continue. A particularly successful undertaking was between OPSEU and MBS. The parties undertook a special project to reduce their grievance backlog of over 19,500 grievances. More than half of the backlog was reduced by 1998-1999 fiscal year end.

***Assistance to Ministries in Their Restructuring***

Ministries are engaged in a wide range of activities to ensure the cost efficient delivery of public services. Most of these activities have employee and labour relations impacts. Of particular significance is the undertaking that the employer will make reasonable efforts to get job offers for displaced employees with the new employer whenever OPS jobs are transferred. Several guides have been developed to assist ministries. In addition, a review process has been established that has experts review ministry plans to ensure that commitments have been met.

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### **3. ONTARIO CIVIL SERVICE COMMISSION**

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

The CSC administers the *Public Service Act*, and reports to the Chair of MBC. The *Public Service Act*, the legislation covering employment in the OPS, defines the composition and establishes the statutory authority of the Commission. The CSC and MBC ensure that appropriate administrative policies are in place to manage human resources.

An independent authority and non-partisan body, the Commission is responsible for ensuring the application of the merit principle within the public service, specifically in the senior management ranks.

Since the delegation of its human resource functions to the Human Resources Secretariat and subsequently to the Management Board Secretariat (MBS), the Commission continues to operate as a tribunal. The tribunal carries out the drafting of regulations and has adjudicative powers which, in law, cannot be delegated.

More specifically, responsibilities of the Commission are to:

- C recommend regulations relating to a wide range of human resource management issues affecting salaries, classifications, recruitment, benefits and hours of work, subject to the approval of the Lieutenant-Governor in Council;
- C approve appointments, overage appointments and assignments;
- C consider a wide variety of staffing and recruitment actions, including salaries for individuals and appointments at the SMG-3 level. (Note: authority for recruitment at the SMG-1 and 2 levels has been delegated to ministries.)

Some administrative matters which regularly appear on the Commission's agendas are the establishment of classifications and salaries, approval of senior contracts and waivers of competition, and appointment approvals.

The Commission also acts as the Board of Trustees to the Ontario Government Employee Charity Trust, is responsible for some aspects of the William G. Davis Student Award Fund.

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

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on the regulations administered by the Civil Service Commission.

## **4. STAFFING, TRAINING AND ORGANIZATIONAL DEVELOPMENT FUNCTIONS**

Staffing and development functions in the OPS have a significant role to play in addressing our urgent human resource challenges to ensure that the Ontario Public Service has the workforce it needs now and into the future.

Staffing and training/organizational development in the Ontario Public service is a shared responsibility:

### **4.1 Management Board Secretariat, Human Resources Division**

#### **4.1.1 Staffing and Development Branch**

Staffing and Development Branch supports the strategic directions and goals of human resources management for OPS employees below the senior management (SMG) level by:

- C developing policies, programs and systems for example staffing, learning and development, employment transition, health and safety and equal opportunity;,
- C providing expertise, consultative advice, tools, and resources to ministries, corporate projects and central agencies on implementation of the HR Plan for the OPS and related initiatives; and
- C supporting collective bargaining.

#### **4.1.2 Compensation Services Branch**

Compensation Services Branch develops corporate policies and initiatives concerning employee's total compensation package in the Ontario Public Service. This includes policy for insured benefits and for pensions. The branch also manages relations with insurers and operated the benefits appeals committees. The branch develops compensation policy and provides ministries with interpretation of compensation matters. The Actuarial Services group provides professional actuarial services to the Government of Ontario in respect of the financial management of public sector pension and insured benefit plans, labour and collective bargaining activities (e.g., negotiations with the various unions and association groups) and policy development.

#### **4.1.3 Corporate Labour Relations/Negotiations Secretariat**

This branch develops corporate policies and initiatives concerning labour relations and labour-management consultation in the OPS. As well, the Negotiations Secretariat

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represents the Crown as the employer in all collective bargaining in the (OPS). Other responsibilities include: supporting ongoing union-management negotiations; providing advice/assistance to ministries on a full range of labour relations issues; coordinating OPS grievances; and interpreting collective agreements and Labour Relations issues. The Research and Evaluation Section is responsible for the collection and analysis of external broader public sector and OPS market data and social economic and demographic conditions that affect and influence the compensation practices and conditions of employment in the OPS. The section also responds to all external inquiries regarding OPS compensation and supports the Negotiations Secretariat in negotiations.

## **4.2 Cabinet Office, Centre for Leadership**

Under the direction of the Associate Secretary of Cabinet, the Centre for Leadership (CFL) ensures the senior management leadership of the OPS is well equipped to implement the restructuring agenda and manage the evolving organization and businesses. The CFL is in the business of educating, training and developing senior managers in the OPS, reflecting the emphasis that the organization is placing on leadership excellence in the public service. The Centre for Leadership:

- C develops and promotes executive human resource management strategies and programs which are closely tied to the vision, values and management priorities of the Secretary of Cabinet and the business priorities of government;
- C establishes and monitors performance management and succession planning requirements for senior management, including identifying corporate core competencies;
- C provides human resource planning and consulting services in the areas of recruitment, compensation, career planning, and career transition to senior managers and ministry clients;
- C offers learning and development programs and opportunities based on learning themes tied to corporate directions;
- C maintains partnerships with executives in other public sector jurisdictions, private sector and academia to promote and support the role of the public service in Ontario; and
- C provides policy, program and secretariat support to an Executive Development Committee, chaired by the Secretary of Cabinet and the Civil Service Commission.

## **4.3 Ministries**

Ministries have delegated responsibility for managing their own staffing, training and organizational development processes, within the corporate strategic directions and policy framework set out by Management Board Secretariat and Cabinet Office. Ministries vary

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in their level of resourcing for training and organizational development, and in the use of internal ministry staff versus external suppliers.



## **5.1 STATISTICS FOR 1997-1998**

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<b>Ontario Public Service Total Staff Strength</b> <b>1997-1998</b>
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<b>Classified</b>	<b>57,587</b>
<b>Unclassified</b>	<b>7,647</b>
<b>Crown</b>	<b>952</b>
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<b>TOTAL</b>	<b>66,186</b>
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## Ontario Public Service Total Staff Strength 1997-1998

		Classified	Unclassified	Crown	Total
1997	April	61,015	6,435	958	68,408
	May	60,331	7,811	963	69,105
	June	60,275	9,892	960	71,127
	July	59,826	12,512	947	73,285
	August	59,267	12,268	940	72,475
	September	59,104	9,020	962	69,086
	October	58,728	7,714	974	67,416
	November	58,552	7,385	978	66,915
	December	58,406	7,602	969	66,977
	1998	January	58,025	6,524	940
February		57,721	7,489	943	66,153
March		57,587	7,647	952	66,186

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

Annual Reports prior to the fiscal year, 1991-2, 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 27, 1998 was 2,799.

Unclassified staff consists of full-time and part-time OPS unclassified service, Ministers'

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staff.

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<b>Classified Service by Geographic Location</b> <b>1997-1998</b>
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Eastern Ontario Planning Region	7,679
Central Ontario Planning Region	36,256
Southwestern Ontario Planning Region	6,755
Northeastern Ontario Planning Region	5,393
Northwestern Ontario Planning Region	3,102
Information Unavailable	1,201
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<b>TOTAL</b>	<b>60,386</b>
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\* This number includes 2,799 employees receiving Long Term Income Protection.

<b>Classified Service by Geographic Location</b> <b>1997-1998</b>
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**Eastern Ontario Planning Region**


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Frontenac	2,312
Hastings	475
Lanark	954
Leeds & Grenville	899
Lennox & Addington	212
Ottawa-Carleton (R.M.)	1,790
Prescott & Russell	109
Prince Edward	274
Renfrew	304
Stormont, Dundas & Glengarry	350
<b>Subtotal</b>	<b>7,679</b>

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**Central Ontario Planning Region**


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Brant	479
Dufferin	58
Durham	2,728
Haldimand-Norfolk	276
Haliburton	98
Halton	904
Hamilton-Wentworth	1,890
City of Toronto*	19,012
Muskoka	350
Niagara (R.M.)	1,170
Northumberland	327
Peel (R.M.)	1,572
Peterborough	1,126
Simcoe	3,627
Victoria	195
Waterloo (R.M.)	544
Wellington	1,293
York (R.M.)	607
<b>Subtotal</b>	<b>36,256</b>

\*Formerly Metropolitan Toronto

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**Southwestern Ontario Planning Region**

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Bruce	113
Elgin	754
Essex	688
Grey	344
Huron	301
Kent	1,269
Lambton	259
Middlesex	2,735
Oxford	108
Perth	184
<b>Subtotal</b>	<b>6,755</b>

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**Northeastern Ontario Planning Region**

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Algoma	1,159
Cochrane	765
Manitoulin	49
Nipissing	1,441
Parry Sound	150
Sudbury	186
Sudbury (R.M.)	1,372
Timiskaming	271
<b>Subtotal</b>	<b>5,393</b>

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**Northwestern Ontario Planning Region**

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Kenora	759
Rainy River	192
Thunder Bay	2,151
<b>Subtotal</b>	<b>3,102</b>

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**Information Unavailable** 1,201

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**TOTAL** 60,386

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## Classified Service By Ministry 1997-1998

Agriculture, Food & Rural Affairs	751
Attorney General	4,277
Cabinet Office	106
Citizenship, Culture and Recreation	558
<i>Ontario Human Rights Commission</i>	129
Community and Social Services	7,569
Consumer and Commercial Relations	1,102
Culture, Tourism and Recreation	25
<i>Ontario Place</i>	54
<i>Ontario Science Centre</i>	197
<i>St. Lawrence Parks Commission</i>	50
Economic Development, Trade & Tourism	485
<i>Ontario Development Corporation</i>	55
Education and Training	1,485
Environment and Energy	1,579
Ontario Clean Water Agency	641
Finance	4,519
<i>Ontario Financing Authority</i>	260
Francophone Affairs	16
Health	9,301
Intergovernmental Affairs	25
Labour	1,250
Management Board Secretariat	1,119
<i>Ontario Realty Corporation</i>	742
Municipal Affairs and Housing	1,198
Native Affairs Secretariat	47
Natural Resources	3,184
Northern Development and Mines	405
Office of the Premier	1
Ontario Women's Directorate	30
Solicitor General & Correctional Services	13,456
Transportation	5,770
<b>TOTAL</b>	<b>60,386</b>

Provincial Auditor, Lieutenant Governor, Ombudsman, Legislative Assembly, Chief Election Officer, Ontario Lottery Corporation and Workers' Compensation Appeals Tribunal staff are not reported as they are not part of the OPS.

OPP Uniformed Staff are reported in the figures for Solicitor General and Correctional Services. They consist of 4,690 as of March 27, 1998.

Niagara Escarpment Commission is included in Environment and Energy.

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

## Classified Service by Salary Intervals and Age 1997-1998

Salary	<25 Years	25-34 Years	35-44 Years	45-54 Years	55-64 Years	65+ Years	Total
Under \$20,000	2	47	78	55	39	4	225
\$20,000 - \$29,999	4	95	272	291	260	5	927
\$30,000 - \$39,999	134	3,606	8,101	7,559	2,828	24	22,252
\$40,000 - \$49,999	45	3,365	6,246	4,831	1,283	23	15,793
\$50,000 - \$59,999	18	2,408	4,749	4,582	925	6	12,688
\$60,000 - \$69,999	0	243	1,871	2,457	504	5	5,080
\$70,000 - \$79,999	0	54	549	851	206	2	1,662
\$80,000 - \$89,999	1	5	203	320	103	1	633
\$90,000 - \$99,999	0	6	144	299	51	1	501
\$100,000 and over	0	4	139	377	103	2	625
<b>TOTALS</b>	<b>204</b>	<b>9,833</b>	<b>22,352</b>	<b>21,622</b>	<b>6,302</b>	<b>73</b>	<b>60,386</b>
<b>Percentage</b>	<b>0.3%</b>	<b>16.3%</b>	<b>37.0%</b>	<b>35.8%</b>	<b>10.4%</b>	<b>0.1%</b>	<b>100%</b>

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<b>Classified Service by Age Intervals</b> <b>1997-1998</b>
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Under 25	204
25 - 34	9,833
35 - 44	22,352
45 - 54	21,622
55 - 64	6,302
65 and over	73
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<b>TOTAL</b>	<b>60,386</b>
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<b>Classified Service by Staff Type</b> <b>1997-1998</b>
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<b>Regular</b>	<b>57,052</b>
<b>Probationary</b>	<b>3,331</b>
<b>Overage</b>	<b>3</b>
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<b>TOTAL</b>	<b>60,386</b>
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<b>Classified Service by Gender</b> <b>1997-1998</b>
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<b>Males</b>	<b>29,815</b>
<b>Females</b>	<b>30,571</b>
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<b>TOTAL</b>	<b>60,386</b>
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<b>Classified Service by Salary Intervals 1997-1998</b>
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<b>Salary</b>	<b>TOTAL</b>
Under \$20,000	225
\$20,000 - \$29,999	927
\$30,000 - \$39,999	22,252
\$40,000 - \$49,999	15,793
\$50,000 - \$59,999	12,688
\$60,000 - \$69,999	5,080
\$70,000 - \$79,999	1,662
80,000 - \$89,999	633
\$90,000 - \$99,999	501
\$100,000 and over	625
<b>TOTAL</b>	<b>60,386</b>

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<b>Appointments to the Classified Service Full and Part Time Staff, 1997-1998</b>
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<b>Month</b>	<b>TOTAL</b>
April 1997	128
May	74
June	99
July	78
August	81
September	152
October	53
November	90
December	55
January 1998	180
February	143
March	79
<b>TOTAL</b>	<b>1,212</b>

## Appointments to the Classified Service By Salary Intervals and Age, 1997-1998

Salary	<25 Years	25-34 Years	35-44 Years	45-54 Years	55-64 Years	65+ Years	Total
Under \$20,000	1	3	3	2	0	0	9
\$20,000 - \$29,999	2	4	3	2	0	0	11
\$30,000 - \$39,999	106	322	131	54	11	0	624
\$40,000 - \$49,999	9	151	77	33	3	0	273
\$50,000 - \$59,999	0	97	79	23	3	0	202
\$60,000 - \$69,999	0	20	17	15	1	0	53
\$70,000 - \$79,999	0	2	3	4	1	0	10
\$80,000 - \$89,999	0	1	1	5	1	0	8
\$90,000 - \$99,999	0	2	3	2	1	0	8
\$100,000 and over	0	2	5	6	1	0	14
<b>TOTALS</b>	<b>118</b>	<b>604</b>	<b>322</b>	<b>146</b>	<b>22</b>	<b>0</b>	<b>1,212</b>
<b>Percentage</b>	<b>9.7%</b>	<b>49.8%</b>	<b>26.6%</b>	<b>12.0%</b>	<b>1.8%</b>	<b>0.0%</b>	<b>100%</b>

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<b>Appointments to the Classified Service By Gender, 1997-1998</b>
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	<b>Males</b>	<b>Females</b>	<b>TOTAL</b>
<b>New Hires</b>	<b>672</b>	<b>540</b>	<b>1,212</b>

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**Exits from the Classified Service**  
**By Salary Intervals and Age, 1997-1998**

Salary	<25 Years	25-34 Years	35-44 Years	45-54 Years	55-64 Years	65+ Years	Total
Under \$20,000	0	5	8	3	3	3	22
\$20,000 - \$29,999	0	14	14	11	18	26	83
\$30,000 - \$39,999	5	308	393	478	495	119	1,798
\$40,000 - \$49,999	2	201	220	354	250	42	1,069
\$50,000 - \$59,999	0	88	221	428	203	31	971
\$60,000 - \$69,999	0	20	98	168	128	12	426
\$70,000 - \$79,999	0	5	28	80	58	7	178
\$80,000 - \$89,999	0	0	10	37	23	5	75
\$90,000 - \$99,999	0	1	5	26	7	1	40
\$100,000 and over	0	0	7	24	14	4	49
<b>TOTALS</b>	<b>7</b>	<b>642</b>	<b>1,004</b>	<b>1,609</b>	<b>1,199</b>	<b>250</b>	<b>4,711</b>
<b>Percentage</b>	<b>0.1%</b>	<b>13.6%</b>	<b>21.3%</b>	<b>34.2%</b>	<b>25.5%</b>	<b>5.3%</b>	<b>100%</b>

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<p><b>Exits from the Classified Service</b>  <b>By Years of Classified Service, 1997-1998</b></p>
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<b>Years of Classified Service</b>	<b>Exits</b>
Less than 1 year	44
Less than 2 years	40
Less than 3 years	78
Less than 4 years	83
Less than 5 years	79
Less than 6 years	178
Less than 7 years	257
Less than 8 years	244
Less than 9 years	243
Less than 10 years	222
Less than 15 years	732
Less than 20 years	467
Less than 25 years	617
Less than 30 years	940
Less than 35 years	438
35 years or more	49
<b>TOTAL</b>	<b>4,711</b>

Service prior to appointment to Probationary Staff is not included in this table.

**Exits from the Classified Service  
By Reason and Gender, 1997-1998**

	Males	Females	TOTAL
Retirement	1,342	709	2,051
Dismissal	25	10	35
Release	595	784	1,379
Resignation	411	437	848
Transfer	164	91	255
Death	93	50	143
<b>TOTAL</b>	<b>2,630</b>	<b>2,081</b>	<b>4,711</b>

## **5.2 STATISTICS FOR 1998-1999**

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<b>Ontario Public Service Total Staff Strength</b> <b>1998-1999</b>
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<b>Classified</b>	<b>54,779</b>
<b>Unclassified</b>	<b>8,615</b>
<b>Crown</b>	<b>983</b>
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<b>TOTAL</b>	<b>64,377</b>
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## Ontario Public Service Total Staff Strength 1998-1999

		Classified	Unclassified	Crown	Total
1998	April	56,449	7,264	938	64,651
	May	56,487	8,974	945	66,406
	June	56,319	10,984	932	68,235
	July	56,054	13,162	919	70,135
	August	55,951	13,239	919	70,109
	September	55,910	10,236	941	67,087
	October	55,740	8,579	957	65,276
	November	55,591	8,303	964	64,858
	December	55,705	8,661	968	65,334
	1999	January	55,180	7,397	946
February		54,972	8,365	969	64,306
March		54,779	8,615	983	64,377

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

Annual Reports prior to the fiscal year, 1991-2, 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 26, 1999 was 2,706.

Unclassified staff consists of full-time and part-time OPS unclassified service, Ministers'

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staff.

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<b>Classified Service by Geographic Location</b> <b>1998-1999</b>
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Eastern Ontario Planning Region	7,373
Central Ontario Planning Region	34,431
Southwestern Ontario Planning Region	6,601
Northeastern Ontario Planning Region	5,193
Northwestern Ontario Planning Region	2,957
Outside Ontario	48
Information Unavailable	882
<hr/>	
<b>TOTAL</b>	<b>57,485</b>
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\* This number includes 2,706 employees receiving Long Term Income Protection.

<b>Classified Service by Geographic Location</b> <b>1998-1999</b>
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**Eastern Ontario Planning Region**

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Frontenac	2,206
Hastings	491
Lanark	933
Leeds & Grenville	850
Lennox & Addington	208
Ottawa-Carleton (R.M.)	1,672
Prescott & Russell	159
Prince Edward	192
Renfrew	299
Stormont, Dundas & Glengarry	363
<b>Subtotal</b>	<b>7,373</b>

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**Central Ontario Planning Region**

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Brant	450
Dufferin	57
Durham	2,805
Haldimand-Norfolk (R.M.)	374
Haliburton	98
Halton	878
Hamilton-Wentworth (R.M.)	1,827
City of Toronto*	17,531
Muskoka	313
Niagara (R.M.)	1,094
Northumberland	302
Peel (R.M.)	1,537
Peterborough	1,113
Simcoe	3,504
Victoria	178
Waterloo (R.M.)	494
Wellington	1,267
York (R.M.)	609
<b>Subtotal</b>	<b>34,431</b>

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\* Formerly Metropolitan Toronto

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**Southwestern Ontario Planning Region**

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Bruce	150
Elgin	732
Essex	695
Grey	346
Huron	330
Kent	935
Lambton	261
Middlesex	2,853
Oxford	122
Perth	177
<b>Subtotal</b>	<b>6,601</b>

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**Northeastern Ontario Planning Region**

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Algoma	1,093
Cochrane	766
Manitoulin	50
Nipissing	1,425
Parry Sound	171
Sudbury	139
Sudbury (R.M.)	1,320
Timiskaming	229
<b>Subtotal</b>	<b>5,193</b>

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**Northwestern Ontario Planning Region**

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Kenora	668
Rainy River	176
Thunder Bay	2,113
<b>Subtotal</b>	<b>2,957</b>

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**Information Unavailable** **882**

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**TOTAL** **57,485**

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## Classified Service By Ministry 1998-1999

Agriculture, Food & Rural Affairs	726
Attorney General	4,225
Cabinet Office	113
Citizenship, Culture and Recreation	473
<i>Ontario Human Rights Commission</i>	118
Community and Social Services	6,897
Consumer and Commercial Relations	1,052
Culture Tourism and Recreation	4
<i>Ontario Place</i>	53
<i>Ontario Science Centre</i>	196
<i>St. Lawrence Parks Commission</i>	46
Economic Development, Trade & Tourism	448
<i>Ontario Development Corporation</i>	36
Education and Training	1,378
Energy, Science and Technology	147
Environment	1,402
<i>Ontario Clean Water Agency</i>	610
Finance	4,485
<i>Ontario Financing Authority</i>	253
Francophone Affairs	17
Health	8,366
Intergovernmental Affairs	26
Labour	1,228
Management Board Secretariat	1,153
<i>Ontario Realty Corporation</i>	642
Municipal Affairs and Housing	1,078
Native Affairs Secretariat	46
Natural Resources	3,036
Northern Development and Mines	412
Ontario Women's Directorate	31
Solicitor General & Correctional Services	13,515
Transportation	5,220
Ontario Film Development Corp	22
Ontario Heritage Foundation	31
<b>TOTAL</b>	<b>57,485</b>

Provincial Auditor, Lieutenant Governor, Ombudsman, Legislative Assembly, Chief Election Officer, Ontario Lottery Corporation and Workers' Compensation Appeals Tribunal staff are not reported as they are not part of the OPS.

OPP Uniformed Staff are reported in the figures for Solicitor General and Correctional Services. They consist of 4,806 as of March 26, 1999.

Niagara Escarpment Commission is included in Environment and Energy.

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

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ministries.

## Classified Service by Salary Intervals and Age 1998-1999

Salary	<25 Years	25-34 Years	35-44 Years	45-54 Years	55-64 Years	65+ Years	Total
Under \$20,000	5	44	80	51	31	3	214
\$20,000 - \$29,999	7	83	231	280	231	4	836
\$30,000 - \$39,999	149	2,932	7,387	7,250	2,553	29	20,300
\$40,000 - \$49,999	62	2,951	6,032	4,786	1,173	13	15,017
\$50,000 - \$59,999	10	2,280	4,823	4,552	853	4	12,522
\$60,000 - \$69,999	0	238	1,922	2,458	507	4	5,129
\$70,000 - \$79,999	0	72	563	877	217	1	1,730
\$80,000 - \$89,999	0	10	197	313	102	0	622
\$90,000 - \$99,999	0	3	148	302	48	2	503
\$100,000 and over	0	1	128	383	99	1	612
<b>TOTALS</b>	<b>233</b>	<b>8,614</b>	<b>21,511</b>	<b>21,252</b>	<b>5,814</b>	<b>61</b>	<b>57,485</b>
<b>Percentage</b>	<b>0.4%</b>	<b>15.0%</b>	<b>37.4%</b>	<b>37.0%</b>	<b>10.1%</b>	<b>0.1%</b>	<b>100%</b>

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<b>Classified Service by Age Intervals</b> <b>1998-1999</b>
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Under 25	233
25 - 34	8,614
35 - 44	21,511
45 - 54	21,252
55 - 64	5,814
65 and over	61
<hr/>	
<b>TOTAL</b>	<b>57,485</b>
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<b>Classified Service by Staff Type</b> <b>1998-1999</b>
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<b>Regular</b>	<b>53,365</b>
<b>Probationary</b>	<b>4,115</b>
<b>Overage</b>	<b>5</b>
<hr/>	
<b>TOTAL</b>	<b>57,485</b>
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<b>Classified Service by Gender</b> <b>1998-1999</b>
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<b>Males</b>	<b>28,170</b>
<b>Females</b>	<b>29,315</b>
<hr/>	
<b>TOTAL</b>	<b>57,485</b>
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<b>Classified Service by Salary Intervals 1998-1999</b>
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<b>Salary</b>	<b>TOTAL</b>
Under \$20,000	214
\$20,000 - \$29,999	836
\$30,000 - \$39,999	20,300
\$40,000 - \$49,999	15,017
\$50,000 - \$59,999	12,522
\$60,000 - \$69,999	5,129
\$70,000 - \$79,999	1,730
\$80,000 - \$89,999	622
\$90,000 - \$99,999	503
\$100,000 and over	612
<b>TOTAL</b>	<b>57,485</b>

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<b>Appointments to the Classified Service Full and Part Time Staff, 1998-1999</b>
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<b>Month</b>	<b>TOTAL</b>
April 1998	160
May	119
June	152
July	118
August	164
September	167
October	128
November	260
December	221
January 1999	97
February	120
March	148
<b>TOTAL</b>	<b>1,854</b>

## Appointments to the Classified Service By Salary Intervals and Age, 1998-1999

Salary	<25 Years	25-34 Years	35-44 Years	45-54 Years	55-64 Years	65+ Years	Total
Under \$20,000	1	2	2	1	0	1	7
\$20,000 - \$29,999	3	9	9	4	1	0	26
\$30,000 - \$39,999	131	398	218	85	20	1	853
\$40,000 - \$49,999	35	277	160	79	11	0	562
\$50,000 - \$59,999	0	108	107	42	9	0	266
\$60,000 - \$69,999	0	16	30	13	3	0	62
\$70,000 - \$79,999	0	11	14	10	2	0	37
\$80,000 - \$89,999	0	0	5	8	2	0	15
\$90,000 - \$99,999	0	0	6	2	0	0	8
\$100,000 and over	0	0	6	11	1	0	18
<b>TOTALS</b>	<b>170</b>	<b>821</b>	<b>557</b>	<b>255</b>	<b>49</b>	<b>2</b>	<b>1,854</b>
<b>Percentage</b>	<b>9.2%</b>	<b>44.3%</b>	<b>30.0%</b>	<b>13.8%</b>	<b>2.7%</b>	<b>0.1%</b>	<b>100%</b>

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<b>Appointments to the Classified Service By Gender, 1998-1999</b>
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	<b>Males</b>	<b>Females</b>	<b>TOTAL</b>
<b>New Hires</b>	<b>932</b>	<b>922</b>	<b>1,854</b>

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**Exits from the Classified Service**  
**By Salary Intervals and Age, 1998-1999**

Salary	<25 Years	25-34 Years	35-44 Years	45-54 Years	55-64 Years	65+ Years	Total
Under \$20,000	0	5	6	4	4	2	21
\$20,000 - \$29,999	0	9	13	14	15	23	74
\$30,000 - \$39,999	3	223	361	507	498	142	1,734
\$40,000 - \$49,999	4	163	242	317	266	42	1,034
\$50,000 - \$59,999	0	89	166	403	218	20	896
\$60,000 - \$69,999	0	25	80	205	115	21	446
\$70,000 - \$79,999	0	9	32	95	47	3	186
\$80,000 - \$89,999	0	1	8	35	21	1	66
\$90,000 - \$99,999	0	1	16	31	9	4	61
\$100,000 and over	0	0	12	30	24	4	70
<b>TOTALS</b>	<b>7</b>	<b>525</b>	<b>936</b>	<b>1,641</b>	<b>1,217</b>	<b>263</b>	<b>4,588</b>
<b>Percentage</b>	<b>0.2%</b>	<b>11.4%</b>	<b>20.4%</b>	<b>35.8%</b>	<b>26.5%</b>	<b>5.7%</b>	<b>100%</b>

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<p><b>Exits from the Classified Service</b>  <b>By Years of Classified Service, 1998-1999</b></p>
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<b>Years of Classified Service</b>	<b>Exits</b>
Less than 1 year	67
Less than 2 years	49
Less than 3 years	28
Less than 4 years	74
Less than 5 years	54
Less than 6 years	65
Less than 7 years	129
Less than 8 years	203
Less than 9 years	235
Less than 10 years	205
Less than 15 years	794
Less than 20 years	514
Less than 25 years	565
Less than 30 years	1,003
Less than 35 years	517
35 years or more	86
<b>TOTAL</b>	<b>4,588</b>

Service prior to appointment to Probationary Staff is not included in this table.

**Exits from the Classified Service  
By Reason and Gender, 1998-1999**

	Males	Females	TOTAL
Retirement	1,503	799	2,302
Dismissal	18	13	31
Release	420	518	938
Resignation	496	494	990
Transfer	79	145	224
Death	55	48	103
<b>TOTAL</b>	<b>2,571</b>	<b>2,017</b>	<b>4,588</b>

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# APPENDIX A

## **Civil Service Commission**

### **Chair, CSC**

Michele Noble  
Secretary  
Management Board Secretariat  
12th Floor, Ferguson Block, 77 Wellesley Street West  
Toronto, ON M7A 1N3.....(416) 327-3805

### **Vice-Chair, CSC**

Linda Stevens  
Deputy Minister, OPS Restructuring and  
Associate Secretary of Cabinet, Centre for Leadership  
Room 5320, 5th Floor, Whitney Block, 99 Wellesley Street West  
Toronto, ON M7A 1A1.....(416) 325-1607

### **Secretary to the Commission**

Morag McLean  
Vice President, Executive Services  
Centre for Leadership  
Room 5320, Whitney Block, 99 Wellesley Street West  
Toronto, ON M7A 1N3.....(416) 325-1777

### **Commissioners**

Rita Burak  
Secretary of the Cabinet  
Room 6420, 6th Floor, Whitney Block, 99 Wellesley Street West  
Toronto, ON M7A 1A1.....(416) 325-7641

Naomi Alboim  
Deputy Minister  
Ministry of Citizenship, Culture and Recreation  
6th Floor, 77 Bloor Street West  
Toronto, ON M7A 2R9.....(416) 325-6220

Ken Knox  
Deputy Minister, Ministry of Energy, Science and Technology  
4th Floor, Hearst Block, 900 Bay Street  
Toronto, ON M7A 2E1.....(416) 327-6758

Sue Herbert  
Deputy Minister  
Ministry of Community and Social Services  
6th Floor, Hepburn Block, 80 Grosvenor Street  
Toronto, ON M7A 1E9.....(416) 325-5233

Frank Ingratta  
Deputy Minister  
Ministry of Agriculture, Food and Rural Affairs  
Suite 1100, 11th Floor, 77 Grenville Street  
Toronto, ON M5S 1B3..... (416) 326-3100

John Fleming  
Deputy Minister  
Ministry of Solicitor General and Correctional Services  
11th Floor, 25 Grosvenor Street  
Toronto, ON M7A 1Y7.....(416) 326-5060

## **Executive Development Committee**

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<b>Chair, EDC</b>	Rita Burak Secretary of the Cabinet Room 6420, 6th Floor, Whitney Block, 99 Wellesley Street West Toronto, ON M7A 1A1.....(416) 325-7641
<b>Vice-Chair, EDC</b>	Linda Stevens Deputy Minister, OPS Restructuring and Associate Secretary of Cabinet, Centre for Leadership Room 5320, 5th Floor, Whitney Block, 99 Wellesley Street West Toronto, ON M7A 1A1.....(416) 325-1607
<b>Secretary to the Committee</b>	Morag McLean Vice President, Executive Services Centre for Leadership Room 5320, Whitney Block, 99 Wellesley Street West Toronto, ON M7A 1N3.....(416) 325-1777
<b>Members</b>	Michele Noble Secretary Management Board Secretariat 12th Floor, Ferguson Block, 77 Wellesley Street West Toronto, ON M7A 1N3.....(416) 327-3805
	Naomi Alboim Deputy Minister Ministry of Citizenship, Culture and Recreation 6th Floor, 77 Bloor Street West Toronto, ON M7A 2R9.....(416) 325-6220
	Ken Knox Deputy Minister Ministry of Energy, Science and Technology 4th Floor, Hearst Block, 900 Bay Street Toronto, ON M7A 2E1.....(416) 327-6758
	Sue Herbert Deputy Minister Ministry of Community and Social Services 6th Floor, Hepburn Block, 80 Grosvenor Street Toronto, ON M7A 1E9.....(416) 325-5233
	Frank Ingratta Deputy Minister Ministry of Agriculture, Food and Rural Affairs Suite 1100, 11th Floor, 77 Grenville Street Toronto, ON M5S 1B3.....(416) 326-3100
	John Fleming Deputy Minister Ministry of Solicitor General and Correctional Services 11th Floor, 25 Grosvenor Street Toronto, ON M7A 1Y7.....(416) 326-5060

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