



Creating Renewal in the Ontario Public Service

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Snapshot of the Ontario Public Service (OPS)

OPS Size and Shape

- Approximately 67,000 full-time equivalent employees in the Ontario Public Service
- There is about 1 OPS employee providing government service for every 190 Ontario residents
- 1,800 government offices located across the province
- 29 ministries, central agencies and secretariats
- 8 bargaining agent partners; approximately 85% of the OPS workforce is represented by a bargaining agent



Key Workforce Demographics

- The average age of regular OPS employees is 45 years old
- Average age of new hires into the OPS is 36 years old
- 57% of OPS regular employees are above 45 years of age
- Only 22% of regular staff are below the age of 35
- The average regular employee has 14 years of service
- Within the next five years, approximately 19 per cent of all OPS employees and 28 per cent of senior managers will be eligible to retire with no reduced pension within the next five years
- As of the end of 09/10, the average age of retirement for OPS employees was 59.3 years

As of December, 2010



Challenging Times: The Fiscal Environment

- In March, 2009, the government announced as part of the budget a 5% reduction in the size of the OPS, over 3 years. The size of the OPS was capped at 68,645 FTEs in December 2008. By March, 2012, this cap will be reduced by 3400 FTEs to a new cap of 65,245 FTEs.
- We are also in the midst of a two-year freeze on compensation for employees who don't bargain collectively.
- Budgets are also being reduced, with program areas being asked to find additional savings over the same three year period.
- For the OPS, there are no further cuts "around the edges" that can be made – now program areas are looking at reducing or eliminating programs to manage the funding cuts.



Challenging Times: The Public Environment

- OPS came under a great deal of public/media scrutiny in 2009/10 (eg. Agency misuse of procurement rules; OPP investigation; alleged inappropriate use of internet; etc)
- Increasing political and media scrutiny as 2011 election approaches
- Result has been a refocusing on “rules” (procurement, travel) and increased accountability at the expense of discretion and flexibility in the system
 - “Doing the Right Thing” campaign launched by the Secretary of the Cabinet, to reinforce to OPSers oaths, as well as guidelines, directives and policies related to travel, procurement, IT
 - Public posting of executive travel claims and multi-layered approval process



Challenging Times: The Virtual Environment

- OPS staff recently criticized in a Toronto Star article for spending too much time on-line surfing the web, instead of working
- Government is reluctant to open Facebook and Twitter to OPS staff, despite being on-line politically
- Public wikis and social networks are not offered as tools OPSers have to do their job (especially impactful on “knowledge workers”)
- Meanwhile, social network applications continue to proliferate, changing our technological landscape and altering the way work is done

Key Renewal Drivers

CHANGING DEMOGRAPHICS



- Potential retirement of 20% of the workforce within the next 5 yrs, and of 28% of senior management
- Talent shortage in Ontario

INCREASING PUBLIC EXPECTATIONS



- Accountability and transparency
- Risk aversion/"playing it safe"

TECHNOLOGICAL INNOVATION



- Advances in technology and social media are enabling people to work in new and more productive ways that can dramatically improve communications, teamwork and program/policy development. The OPS needs to learn how to leverage these advances to improve the way we work.

How is the OPS Responding?



CHANGING DEMOGRAPHICS

Youth Initiatives

The Youth and New Professionals Secretariat was set up in 2006 to build on current corporate and ministry programs and initiatives, and to provide an enterprise-wide approach for attracting, recruiting, developing and retaining youth and new professionals to the OPS.

- Ontario Internship Program – Provides an entry level employment opportunity that offers recent graduates career development in key professional fields (8 focus areas) across the OPS.
- Summer Experience Program - Several thousand youth are hired annually in a variety of summer student positions in the OPS, its related agencies and community groups. The many kinds of job opportunities vary from working in the forests of Northern Ontario to developing new technology-based service delivery solutions in an office in Toronto.
- Learn and Work - L&W is a specialized co-operative education program that re-engages youth aged 16 to 19 from selected priority communities. The program provides students with the opportunity to earn credits towards their high school diploma and paid work experience in the OPS and/or related agencies.
- TOPS - Tomorrow's Ontario Public Service is a grassroots volunteer organization with the aim of providing networking, mentoring and learning opportunities to young and/or new OPS professionals. TOPS provides a space for visionaries who believe in the public service and want to build a more dynamic OPS for the future. TOPS quickly gained popularity with employees from all sectors and ministries within the OPS, and has grown to over 4,000 members from across various regions, ministries, boards and agencies within the OPS.

How is the OPS Responding?



CHANGING DEMOGRAPHICS

Internationally Trained Individuals

- The OPS Internship Program for ITI's is an innovative internship program designed specifically for professional newcomers to Canada, so that they can earn valuable Canadian work experience in their professional fields within the Ontario Public Service (OPS). By participating in this program they can:
 - Gain valuable Canadian work experience commensurate to qualifications and international work experience;
 - Acquire new skills and competencies to support the launch of their career in Canada;
 - Benefit from on-going coaching and mentoring from OPS employees;
 - Better understand cultural differences and norms in the Canadian workplace, including OPS and industry specific norms and practises;
 - Share their existing knowledge, experience and international perspectives to create more culturally receptive and diverse working environments;
 - Receive on the job learning and education;
 - Benefit from learning and development opportunities offered by the OPS;
 - Enhance networking opportunities.



**OPS Internship Program for
Internationally
Trained Individuals**

*"Supporting **Newcomers** to Gain Valuable **Canadian Work Experience**"*

How is the OPS Responding?



CHANGING DEMOGRAPHICS Diversity Initiatives



The Ontario Public Service is committed to its vision of an inclusive and accessible organization; one that reflects the population it serves at all levels, and is able to respond to the changing needs of communities across the province. Recognizing diversity — and being inclusive of that diversity — is fundamental to our modern OPS.

- **Inclusion Lens** - An online tool designed to help OPS staff embed the concept of inclusion into the work they do. It provides employees with the necessary guidelines and tools to integrate diversity, inclusion, equity and accessibility into all of their business planning and service activities. The IDEA Lens is the first of its kind in Canada.
- **Inclusion Index** - The 2009 OPS Employee Survey contained questions that allowed us to measure OPS employee perceptions of how inclusive we are as an organization, and how well our diversity strategies are working. Going forward, the index will be used to create and improve policies and plans that are responsive to the needs of the people who work in the OPS.
- **Diversity Mentorship Program** – In place across the OPS, the program gives mentorship partners the opportunity to broaden their understanding of diversity and inclusion. The program is based on creating a safe environment for frank, open conversation to provide perspective about the impact of difference on individual experiences
- **Employee Networks** - Employee networks are voluntary, employee-driven associations organized around shared interests, issues and a common bond or background. There are seven employee networks in the OPS with a combined reported membership of more than 8,800 employees.
- **“Positive Space” Program** - The Positive Space Program provides support to LGBT individuals and provides a place for everybody (LGBT or non) to ask questions. A Positive Space is a designated area, e.g. cubicle with a sign indicating that the person in that area is a Positive Space Champion.
- **OPS Quiet Room** – A year ago, the OPS opened its first Quiet Room at Queen’s Park. The Quiet Room provides all employees with a comfortable space to pray, to meditate or simply observe a moment of quiet contemplation during the work day.

How is the OPS Responding?



CHANGING DEMOGRAPHICS Employment Branding

- Key to attracting high quality candidates is positioning the OPS as a "top employer"
 - OPS has been selected as one of Canada's Top Employers and as one of the GTA's Top Employers for three years in a row
 - OPS has been selected as one of Canada's Best Diversity Employers for four years in a row
 - OPS has been selected as a Top Employer for Canadians over 40 for two years in a row
 - Last year, OPS was selected as one of Canada's Greenest Employers
- As a Top Employer, OPS is featured on *eluta.ca*, where all of Canada's Top Employers are hosted. As of February 1, 2011, the OPS has over 183,000 hits – the highest of any Top 100 Employer on the site.



Benefits of being one of Canada's Top 100 Employers

- Recognizes the great work the OPS is doing
- Achieves the goals set out in the OPS HR Plan in becoming an employer of first choice (confirms that we are moving in the right direction)
- Builds a positive image of the OPS
- Attracts new talent
- Increases employee engagement (Satisfaction + Commitment)
- Encourages OPS to continuously improve to remain a great place to work



How is the OPS Responding?



INCREASING PUBLIC EXPECTATIONS

Innovation & Ideas

OPS Employee Engagement Survey

- According to the OPS 2009 Employee Survey, *“Independence and Innovation”* ranks 8th on a list of 19 factors leading to higher employee engagement – up from 9th in 2007, and 11th in 2006.
- The survey score for the question *“Innovation is valued in my work unit”* rose from 43% agreed or strongly agreed in 2007, to 53% in 2009.
- Challenge is – how to remain innovative, creative and forward thinking when environment is moving us towards risk aversion and “playing it safe”?

- OPS is working on several fronts to create a “culture of innovation”:
 - OPS Innovation Zone – a virtual collaboration space with links to research, tools, best practices and a forum for learning and discussion
 - Innovation & Creativity Week (including a TEDXOPS conference and an “unconference” on sustaining innovation)
 - Development of an innovation learning path to foster innovation skills and competencies
 - OPS Ideation system – to focus on solutions rather than on problems



How is the OPS Responding?



INCREASING PUBLIC EXPECTATIONS

Focus on Values

- The world is changing around us and we are all expected to adapt to this change while meeting and moving beyond the challenges we face. In times like these, it's more important than ever to use the OPS's core values to guide us in the work we do.
- The rules and requirements may not always be there and at those times our values must guide our decision making.
 - This year's *Framework for Action* – the Secretary of the Cabinet's annual thematic document to staff – will look at how these values apply in the workplace and showcases inspiring examples of OPS employees and initiatives that demonstrate the values at work.
 - OPS managers are being asked to reinforce our values at job interviews.
 - An "entry survey" program is being developed to assess whether the values propagated during job interviews exist tangibly "on the job".

OPS VALUES

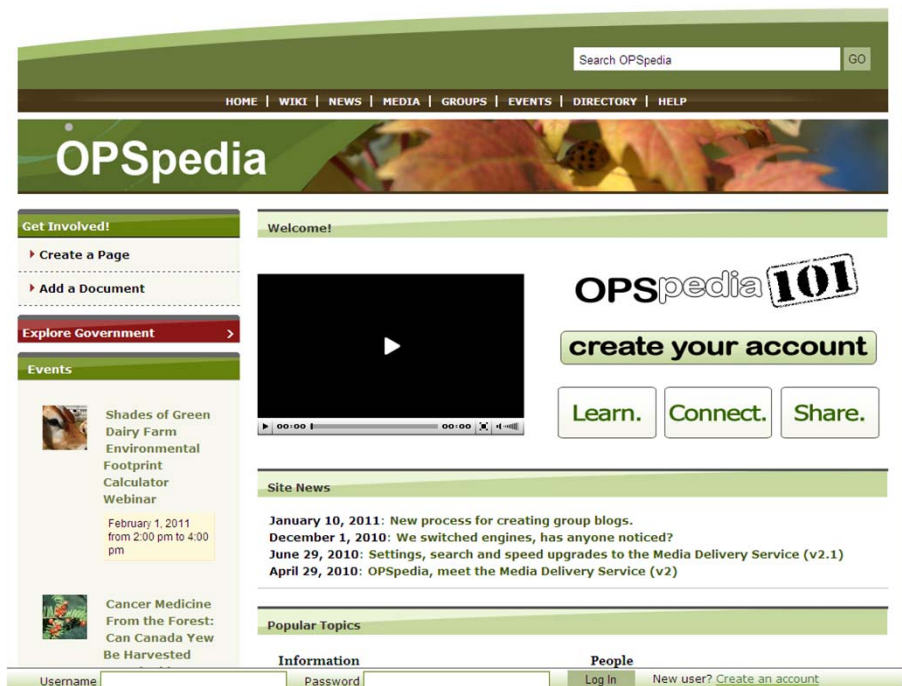
- ✓ **Trust** – We act honourably and honestly in all our relationships with the people we serve, work with and who rely on us. We do our best to keep our commitments and fulfill expectations
- ✓ **Fairness** – We deal with others in an open, impartial and non-discriminatory manner. We ensure that the processes we use and the decisions we make are fair and seen to be fair.
- ✓ **Diversity** – We celebrate our differences and draw on the strengths and capabilities of all of Ontario's communities. We welcome and respect divergent points of view to inform and enlighten us. We depend on and value each other.
- ✓ **Excellence** – We strive for and recognize competence and excellence. We work hard to provide the best policy advice and the highest quality services that respond to the needs of Ontarians.
- ✓ **Creativity** – we create new solutions by listening and learning and by being innovative and open to new ideas and approaches.
- ✓ **Collaboration** – We work with team members, colleagues and partners to build consensus, solve problems and share responsibility.
- ✓ **Efficiency** – We make careful, prudent and effective use of the hard-earned public dollars, assets and resources entrusted to us.
- ✓ **Responsiveness** – We engage with clients, stakeholders, bargaining agents, the general public and our staff to find out how we can do better. We monitor and measure to make sure we are meeting our goals.

How is the OPS Responding?



TECHNOLOGICAL INNOVATION

Web 2.0 - OPSpedia



- OPSpedia is the OPS' version of Facebook or Wikipedia. It allows staff to:
 - Blog
 - Update status
 - Create wikis
 - Advertise events
 - Create collaborative groups
 - Share documents
- Currently only about 6,000 users, but this total is growing monthly
- OPS is behind other jurisdictions, who are able to instant message and use various social media; however there is growing demand for access from tech-savvy, innovative employees who see the benefit of connecting with a broader sample

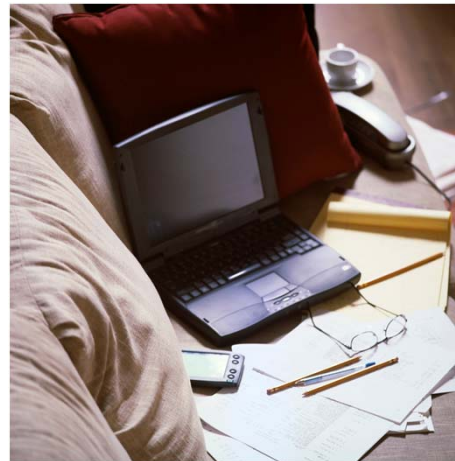
How is the OPS Responding?



TECHNOLOGICAL INNOVATION

Flexible Work Arrangements

- Improvements in technology will also lead to change in where , when and how people do their work
- For the OPS to be competitive in the 21st century and continue to be an employer of first choice, we need to modernize our attitudes and approach to how work is performed.
- Flexible work encompasses a variety of arrangements that cover both time as well as work location. In the OPS, flexible work covers:
 - Flextime/staggered hours
 - Compressed work week
 - Part-time work
 - Job sharing
 - Phased-in retirement
 - Telework
- Our biggest challenge to acceptance of flexible work arrangements in the OPS – OPS management culture!



Numerous studies have shown that benefits of flexible work include:

- Higher productivity and better employee morale
- More engaged employees
- Better employee work-life balance
- Reduced stress and absenteeism
- A more attractive workplace for new employees

A Final Thought

We need to always be identifying emerging gaps and opportunities and developing strategies **NOW** that will ensure the OPS can deliver quality services to the public **IN THE FUTURE.**

The key is to continue to evolve....if you don't evolve, you will become extinct...

